

INFLUENCE OF CSR PERCEPTIONS ON OCB: THE MEDIATING ROLE OF
TRUSTWORTHINESS

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ABSTRACT

INFLUENCE OF CSR PERCEPTIONS ON OCB: THE MEDIATING ROLE OF TRUSTWORTHINESS

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Corporate social responsibility (CSR) and organizational citizenship behavior (OCB) have been an important aspect of business for both commercial and public organizations since the pace of globalization is constantly increasing. There are a plethora of studies investigating the consequences of OCB and this thesis attempts to investigate the relationship among CSR implementations and the degree of trustworthiness of the organization and OCB. Therefore, the model constructed aims to explore how trustworthiness mediates the relationship between CSR and OCB. The sample was selected from white-collar workers who exercise their technical and social skills instead of blue-collar workers. The sample comprises 140 white collar workers on low to middle level from heavy duty manufacturing firms that have institutionalized structure. Data was collected through web-based questionnaire. The participants rated and measured their organization's social responsibility level, their trust towards the organization, and the extent of OCBs they engage in.

The findings indicated that high levels of perceived social responsibility of an organization was positively associated with the trustworthiness perceptions, and OCBs. As expected, the trustworthiness was found to have positive impact on

the demonstration of OCBs. The perceived CSR positively predicted each dimension of trustworthiness, and the overall score of OCB. However, the mediation effect of perceived trustworthiness between CSR perceptions and OCB was found to be statistically insignificant. The thesis concludes with the discussion and limitations of the study, and the implications for managers and future research.

Keywords: Organizational Citizenship Behavior, Corporate Social Responsibility, Trustworthiness, Organizational Trust, Stakeholder Theory

ÖZ

KURUMSAL SOSYAL SORUMLULUK ALGILARININ ÖRGÜTSEL VATANDAŞLIK DAVRANIŞINA ETKİSİ: GÜVENİLİRLİĞİN ARACILIK ETKİSİ

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Kurumsal sosyal sorumluluk (KSS) ve örgütsel vatandaşlık davranışı (ÖVD) küreselleşmenin hızı sürekli arttığından dolayı hem ticari hem de kamu kuruluşları için önemli bir iş yönü olmuştur. ÖVD ve güvenilirliğin sonuçlarını araştıran çok sayıda çalışma var, fakat bunların KSS uygulamaları ile ilişkilerini araştıran çalışma nispeten daha az. Bu tez KSS uygulamalarının güvenilirlik seviyesi ve ÖVD'lar üzerindeki etkisini incelemeye çalışmaktadır. Dolayısıyla, değişken olarak bu kavramları ve boyutlarını içeren bir model oluşturulmuştur. Örneklem, mavi yakalı çalışanlar yerine teknik ve sosyal becerilerini kullanan beyaz yakalı çalışanlardan seçildi. Örneklem, kurumsallaşmış yapıya sahip olan üretim firmalarında çalışan düşük ve orta seviyeye kadar 140 beyaz yakalı çalışmanı içermektedir. Veri, web tabanlı anket yoluyla toplandı. Katılımcılar, kuruluşlarının sosyal sorumluluk düzeyini, kuruma olan güvenlerini ve dahil oldukları ÖVD'larının kapsamını değerlendirdiler ve ölçtüler.

Bulgular, bir kurumun algılanan yüksek düzeyde algılanan sosyal sorumluluğunun güvenilirlik algıları ve ÖVD ile pozitif yönde ilişkili olduğunu göstermiştir. Beklendiği gibi, güvenilirliğin ÖVD'ların sergilenmesinde olumlu etkisi olduğu bulundu. Algılanan KSS, güvenilirliğin her bir boyutunu ve ÖVD'nın küresel

puanını olumlu olarak yordamıştır. Güvenilirlik algılarının KSS algıları ile ÖVD arasındaki aracılık etkisinin istatistiksel olarak anlamlı olmadığı gözlemlenmiştir. Tez, tartışma, kısıtlamalar ve yöneticiler ve gelecekteki çalışmalar için öneriler ile son bulmaktadır.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışı, Kurumsal Sosyal Sorumluluk, Güvenilirlik, Kurumsal Güven, Paydaş Teorisi

To my family

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
OB	Organizational Behavior
OCB	Organizational Citizenship Behavior
OCB-I	Citizenship behaviors directed at individuals
OCB-O	Citizenship behaviors directed at organization

CHAPTER 1

1 INTRODUCTION

Soon, the present will be the previous. Because of the fast-paced change in our world, organizations also must change accordingly and adapt to new technologies or methods in both technical and social norms in order to survive. Whilst coping with the change, stakeholders of the organization are affected therefore, they should be considered in the adaptation process. As being one of the internal stakeholders, employees are very important for an organization's survival and success. Since "individual employees, as members of the organization, are concerned about, contribute to, and react to an organization's evolving social consciousness" (Rupp et al., 2006, p. 537), one of the main aims of organizations, in order to enhance performance and effectiveness of individual employees, should be improving quality and comfort of the work environment. As a consequence, managers must strive to create a high-quality work environment associated with a relevant cooperative work culture. By that, employees would be motivated to provide their best within their work environment and the exhibition of citizenship behaviors in the workplace would be encouraged. While adapting to the fast-paced macro-environmental changes, employees should be taken into consideration and the adaptation process should not raise discomfort or demotivation in the workplace (Ünüvar, 2006; Organ et al., 2006). Several studies indicate that corporate social responsibility (CSR) implementations and forming trustworthy perceptions in the workplace would provide a part of work environment quality and culture in order to promote citizenship behaviors as well as eliminating the possibility of raising discomforts in the workplace. In this present study, the relationship between perceived CSR, perceived trustworthiness, and organizational citizenship behavior (OCB) is being explored since the current literature proposes CSR practices and trustworthiness as motivators of OCB.

The initial conceptualizations of OCB proposed that these behaviors are beyond the traditional in-role behaviors which are imposed by organizations as an employer entity (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). More recently, OCB is defined as “individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization” (Organ et al., 2006) from which can be inferred that some types of citizenship behaviors are helping others, being vigilant about organizational matters, and avoiding creating problems in the workplace. These types of cooperative behaviors make the social and technical functioning of an organization easier, decrease the social resistance to teamwork and being helpful, and therefore, improve the overall efficiency and effectiveness (Ünüvar, 2006; Bateman & Organ, 1983; Smith, Organ, & Near, 1983). Therefore, encouraging employees to engage in such behaviors is essential for organizational success. Such behaviors were found to be related to the trustworthiness perceptions of employees towards the organization (e.g., Lin, 2010; Muthuri et al., 2009; Hansen et al., 2011; Dirks & Ferrin, 2001; Organ et al., 2006; Podsakoff et al., 1996). In order to serve for the better functioning of the organization, the impact of managers’ attitudes, behaviors, and technical competence on forming these trustworthy perceptions was proposed to be highly influential in order to intrinsically promote OCBs (Singh & Srivasta, 2016; Organ, 1988). Regarding the aforementioned constantly changing world conditions and the necessity of an organization’s adaptation, one of the main concerns of managers should be how to motivate employees in order to contribute to the social and functional mechanism of the organization however, there is no simple or distinct approach to provide a clear understanding of human motivation. Managers should form a trusting relationship with subordinates to foster OCBs. This relationship between trustworthiness and OCBs was examined according to the level of trustworthiness that employees perceive about their managers’ level of technical competence, benevolence, and integrity.

Work culture has been considered to be depicting “the values or social ideas and beliefs which members of an organization have to share” (Arıkan, 2011, p. 1). An organization should provide its stakeholders with a clear message of what these values or beliefs are. Turkish business environment is a relationship-oriented and

collectivist setting in which the cultural values are crucially influential on how individuals react and behave. Culture also affects how members of an organization interact with external stakeholders such as customers, suppliers and it can improve or decrease organizational performance and effectiveness. Since the nature of CSR notion suggests that altruistic attitudes and behaviors have been mostly parallel to the interpretations and applications of the notion, CSR is predicted to be highly important to form a culture of socially and environmentally consciousness, thus the good citizenship expectations of the upper management can be realized. In order to foster citizenship behaviors, the management level of an organization should support the culture and values it promotes by striving to fortify these values with relevant CSR practices (Lamsa & Pucetaite, 2006). Therefore, soundly implemented CSR exercises will encourage employees to exhibit citizenship behaviors and in the present thesis, this relationship is explained by examining the extent of the prevalent CSR policies and the consequential OCBs.

Employees are acknowledged as one of the most crucial internal stakeholder groups since their efforts contribute to the organization's performance. The success of the organization is highly dependent on its employees' performance and effectiveness hence, the value of the organization is mainly created by its white-collar workers due to their technical and administrative skills. Therefore, investigating OCBs within the groups of white-collar workers is reasonable and for that, this thesis attempts to explore the aforementioned relationships among the white-collar workers. Considering the relevant literature, a detailed survey study is conducted in order to provide a better understanding of the relationships of perceived CSR and perceived trustworthiness with organizational citizenship behavior.

1.1. Significance of the Study

The potential relationships regarding OCB, CSR implementations, and trustworthiness of an organization have been an important area to be researched in order to explore the motivators of OCBs. A substantial number of studies examined the antecedents of OCBs and according to Ünüvar (2006), the results of the previous literature found out that personalities, motives, leadership, and

organizational characteristics are some of the significant factors on OCBs. However, the impact of CSR implementations and the level of employees' perceptions of trustworthiness to the organization are relatively unexploited area of research, therefore a study on these relationships will fortify the current literature and consequently, provide a wider background for future research. Especially, the research on the mediation effect of trustworthiness on the relationship between CSR implementations and OCBs is considerably scarce thus, this thesis attempts to fill the gap in the literature of trustworthiness and its organizational outcomes coupled with CSR notion.

OCB literature is relatively limited in providing solid and accurate knowledge on CSR efforts of an organization and its potential effects on how to shape the trust of employees towards the organization and on how CSR efforts can influence employees to engage in citizenship behaviors. OB researchers in the past claimed that the work environment is a predictor of OCBs (Smith et al., 1983; Bateman & Organ, 1983), accordingly, the characteristics of a work environment influence the attitudes and behaviors of employees. In order to explain the impact of the work environment, Moorman (1991) mentioned "When perceptions of fairness were measured separately from job satisfaction, job satisfaction was not related to citizenship" (p. 851). Therefore, fair policies and applications in the workplace increase job satisfaction which results in citizenship behavior demonstration. Ensuring fairness and equality policies were found to be related to OCBs (e.g., Organ & Moorman, 1993; Moorman, 1991). Supported with relevant CSR policies that spread the message of fairness, citizenship, benevolence, and honesty, these policies are expected to have influence on increasing and solidifying trustworthy perceptions in the workplace besides encouraging employees to internalize such policies and integrate with their personal values (e.g., Lin, 2010; De los Salmones et al., 2005). Consequently, supported employee values and attitudes are expected to be converted to relevant behaviors. Besides, by creating a sense of trustworthy climate in the workplace, the resulting costs and time losses in the functioning of the organization that are, namely, transaction costs related to the operations, would be reduced (Davis et al., 2000). The potential organizational outcomes of the multidimensional construct of trustworthiness have not been researched thoroughly, however, there is an emphasis on trustworthiness' outcome

as OCBs (Mayer et al., 1995). The present study aims to further widen the current literature by contributing to the deficiency in multidimensional association of trustworthiness to organizational citizenship behavior.

This thesis enlarges OCB literature by associating CSR implementations with trustworthiness in order to explain citizenship behaviors in the workplace. In addition, the aim of this study is to investigate the relationship among these constructs. The current study will contribute to the literature by means of further elaborating the impact of soundly implemented CSR practices on OCBs, the mediating role of perceived trustworthiness, and the consequences of trustworthiness in means of behavioral outcomes.

1.2. Research Questions

The research question of this study is “Do the perceptions of employees on CSR and trustworthiness affect OCBs?” Based on the theoretical background, the research questions below are addressed with the proposed research model presented in Figure 1:

1. Does perceived CSR predict the perceptions of trustworthiness?
2. Does perceived CSR predict OCBs?
3. Do the perceptions of trustworthiness predict OCBs?
4. Do the perceptions of trustworthiness mediate the relationship between perceived CSR and OCB?

1.3. Structure of the Study

The summary and significance of the study were discussed above. As mentioned, the purpose of this thesis is to examine the relationships between the perceptions of employees concerning how much their company is socially responsible, whether the employees perceive their organization as trustworthy at a business and managerial level, and organizational citizenship behavior. In the following chapter, a comprehensive literature review is presented. Firstly, the emergence and the development of CSR notion which includes differentiating conceptualizations and how those definitions changed over time are discussed.

Second, stakeholder theory is discussed in order to provide a piece of generalizable information on the importance of stakeholder approach to determine the group of focus in this study. Third, the significance of employees' perceptions of their employer organization and the potential consequences are mentioned. Fourth, trustworthiness and the development of the notion are discussed in detail. Fifth, the development of OCB construct and why it is important for an organization are provided. Lastly, the dimensional variations of OCB construct are presented.

In chapter III, the hypotheses and the theoretical model of this study are discussed with the rationale of why these hypotheses are proposed.

In chapter IV, the methodology of this study is discussed. Sample, procedure, demographic characteristics are presented. Additionally, this chapter covers the measurement instruments of perceived CSR, trustworthiness, and organizational citizenship behavior.

In chapter V, the results of this study are presented. This section includes the conducted analyses which are data screening and outlier analysis, the descriptive statistics and demographic characteristics, the reliability analysis of each measurement instrument, the intercorrelation matrix, and the factor loadings of the measurement instruments. Then, with the determination of the control variables, the hypotheses testing followed by the summary of the results are presented.

In the last chapter, the discussions and the conclusion of this thesis which are obtained through analyses are presented. Following that, the potential limitations of the study and the implications for managers and future researchers are provided.

CHAPTER 2

2 LITERATURE REVIEW

This chapter provides a review of corporate social responsibility, trustworthiness, and organizational citizenship behavior with the historical development of concepts in order to support the understanding of these constructs. First, the emergence and development of CSR notion were reviewed. Then, a brief discussion on stakeholder theory was provided to be coupled with CSR later on. Next, employees are approached as an internal stakeholder group and the potential effects of their perceptions on the organizational performance are discussed. Following that, this chapter continues with a detailed investigation of the historical development and current standpoints of trust and organizational citizenship behavior involving the dimensional evolution of the concepts.

2.1. Emergence and Development of CSR

Corporate social responsibility has a deep-rooted past associated with its impacts on organizations' behavior and the term itself, which has recently emerged, refers to its antecedent definitions, some of which are business ethics, corporate citizenship, corporate accountability. These terms are related to each other and can be considered similar up to a point. To understand how and why CSR is derived, and where the current standpoint is, a glance at its history is necessary to provide important remarks and findings. Decade by decade, the most contributory descriptions are chronologically delineated to show the conceptual evolution of CSR. Former definitions started in 1950s with Howard R. Bowen (1953) who created a foundation for the contemporary responsibilities of businessmen to social causes and environmental issues by suggesting that CSR is "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those

lines of action which are desirable in terms of the objectives and values of our society” (p. 6). This view provides an organizational standpoint putting emphasis on that corporate managers should be concerned with their social responsibilities (Moura-Leite & Padgett, 2011), however, this definition was not enough to cure all the social problems but to set a guideline for corporations in the future (Carroll, 1999) due to the lack of thorough CSR discussions and actions. This pioneer definition is followed by researchers and businessmen, and supported with congruent views in the next decade, the 60s, to enlarge the conceptual extent of CSR. In this decade, CSR literature expanded significantly with the increasing need for clarification of what CSR is (Carroll, 1999). In the emerging era of the CSR concept, the main objective was to work for society’s well-being (Carroll & Shabana, 2010). One of the most salient contributors in this period was Keith Davis (1960) stating that “businessmen’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interests” (p. 70). Moreover, Davis’ view on the topic was not only this but also the relationship between social responsibilities and business power. Davis (1960) asserted that the social responsibilities of a firm and its business power need to correspond, otherwise refusing the social responsibilities would lead to erosion of reputation which consumes the social power (Carroll, 1999; Davis, 1960). In parallel to this, Aşçigil (2011) mentioned that a narrow view approaching CSR as only a public relations strategy without adopting related business processes would harm the trustworthiness and ultimate legitimacy of an organization.

The concept of CSR kept expanding as more researchers got interested in the domain. Another view put forward was, by Joseph W. McGuire (Kashyap, Mir, & Mir, 2011; McGuire, 1963), that not only the economic and legal duties of businesses are critical in the organizational context. Even though his definition was more accurate than the former ones, yet it was still unclear on what those duties were beyond and what they necessitate. McGuire (1963) mentioned that also the inclusion of employee and community welfare, and political and educational needs of society were at significance. This definition brought CSR concept to a more comprehensive description in which it was being extended beyond the economic and legal obligations that businesses must act justly, as a proper citizen should (Carroll, 1999; McGuire, 1963).

Later, Davis and Blomstrom (1966) enlarged the scope of the notion of social responsibility as:

(it) refers to a person's obligation to consider the effects of his decisions and actions on the whole social system. Businessmen apply social responsibility when they consider the needs and interest of others who may be affected by business actions. In so doing, they look beyond their firm's narrow economic and technical interests (p. 12).

In short, Davis and Blomstrom (1966) drew attention to the ethical concerns stemming from the consequences of one's actions that might be influential on another party's interests. A year later, Davis (1967) revised the previous view of social responsibility and addressed to a functional facet of social responsibility. Davis (1967) remarked that social responsibility "broadens a person's view to the total social system" (p. 46) and suggested that a wholesome organization cannot remain in a corrupted community because of the reciprocal dependency between business and society (Moura-Leite & Padgett, 2011; Davis, 1967). In addition, according to Walton (1967), newly emerging concepts imply that "social responsibility recognizes the intimacy of the relationships between the corporation and society and realizes that such relationships must be kept in mind by top managers as the corporation and the related groups pursue their respective goals" (p. 18), however, additionally, with an ethics-oriented view of his, there was lack of claims on how to justifiably measure the economic yield of socially responsible actions (or expenses). Furthermore, combining these parallel views, social responsibility concept is a crucial component of an organization (Carroll, 1999), and requires the organization to consider its whole environment in order to sustain its presence. Besides the social pressure and coercion that is enforcing businesses to act in a responsible manner, the concept proposes that CSR is expected to be practiced with a degree of volunteerism, underlining the importance of the willingness rather than the coercive nature of CSR (Moura-Leite & Padgett, 2011).

In 70s, theoretically, responsibilities of businesses have been expressed to have a wider sense in order to serve to improve the quality of life in line with humanitarian values (Committee for Economic Development, 1971). During this decade, the importance of managerial reactions to changing societal expectations is considered as a dependent variable for the future of business (Kashyap, Mir, & Mir, 2011).

In 1973, Keith Davis made more comprehensive remarks in CSR domain. Davis stated his broadened view as “it [CSR] refers to the firm’s consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm” (p. 312) which was one of the first categorizations of the responsibilities of a business entity. Moreover, Davis (1973) points out that, for a firm, the inclusion of the concerns in the surrounding environment is a liability. He elaborated his view as “it is the firm’s obligation to evaluate in its decision-making process the effects of its decisions on the external social system in a manner that will accomplish social benefits along with the traditional economic gains which the firm seeks” (p. 313) and the sole compliance with the minimum requirements of the law cannot be regarded as social responsibility since it is already expected from any good citizen. Similar to Davis’ understanding but from a little different point of view, Eells and Walton (1974) addressed that organizations’ responsibilities are not limited to economic ground, therefore businesses should take society into consideration. Eells and Walton (1974) observed:

In its broadest sense, corporate social responsibility represents a concern with the needs and goals of society which goes beyond the merely economic. Insofar as the business system as it exists today can only survive in an effectively functioning free society, the corporate social responsibility movement represents a broad concern with business’ role in supporting and improving that social order (p. 247).

Consequently, society plays a major role in the success or the failure of an organization. However, lack of a distinct classification on what responsibilities businesses have or owe to the society led researchers to effortfully explore and contribute to the domain. In this decade, the expansion of CSR notion was substantial and that is why 70s are called the era of proliferation of CSR.

Archie B. Carroll (1979) developed a CSR framework embedding four layers into CSR notion. Carroll (1979) proposed that “the social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time” (p. 500). As the economic part refers to the expectations of society for businesses to produce goods and services and sell them at a profit, while compliance with law and legislation points out the legal part. The two other responsibilities represent a sense that goes beyond obedience to the law. Ethical part is defined in accordance with the social norms

that society expects a business to internalize and to reflect on its behaviors. Discretionary part represents voluntary actions for the benefit of society for which society does not provide a clear expectation (Carroll, 1999). Economic and legal parts of CSR are referred to be clear and mandatory, however, what ethical and discretionary parts refer to is a little ambiguous because these obligations differ accordingly with changing societal expectations (Maura-Leite & Padgett, 2011). In a simpler form, economic and legal parts are what business does for itself, while ethical and discretionary parts are what business does for others (Türker, 2008; Carroll, 1999).

During 70s, the majority of business officials followed a self-oriented view in order to tackle social responsibility matters. Researchers provided a new rationale “based on the idea that it was in the stockholder’s long-term interest for corporations to be socially minded” (Merrill, 2008, p. 6) and concluded that a corporation’s first task was not harming the society’s values and interests, and the latter was carrying out business activities with voluntary commitments in order to provide solutions to problematic societal matters (Carroll, 2008). In this sense, in order to serve societal values, some of the popular responsibility initiatives implemented by businesses were minority hiring, environmental initiatives, educational contributions, civil rights, and urban renewal (Eilbirt & Parket, 1973). Carroll (2008) mentioned that other important matters in 70s were “developing understandable accounting statements, truth in advertising, product defects, consumer complaints, consumer-oriented label changes, guarantees and warranties” (p. 33). Also, Sandra Holmes (1978) presented a couple of problematic issues to be popular, some of which were identified as pollution control, charities, community affairs, recruitment and development of minorities, and support of education (Carroll, 2008).

During 80s, previous researches that have provided conceptual definitions guided researchers to reform the notion and to develop alternative concepts such as stakeholder concept, business ethics, corporate social performance (CSP) which are interrelated with both each other and the social responsibility notion. Thomas M. Jones (1980) was one of the first entrants of the discussion in this decade. Jones (1980) posited “Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond

that prescribed by law and union contract” (p. 59). He mentioned that there are two important characteristics of CSR. First one is that the obligation to take responsible actions should be adopted voluntarily because behaviors which are enforced by law are not accepted to be voluntary. The other aspect is that the responsibility extends “beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighboring communities” (p. 60) which arises the first steps to the concept of stakeholder. Moreover, one of the most important observations Jones (1980) made is that the responsibility notion should not be adopted in consideration of outcomes, rather it should be taken as a business process (Carroll, 2008; Carroll, 1999). The necessity of the implementation of CSR policies into business processes, and ensuring the sustainability were seen as a crucial condition. Although, sustainability was initially defined in natural environment context, with the significant interest and attention that it attracted later on in 90s, its scope gradually broadened into a more comprehensive concept that encompasses the larger social and stakeholder environment of a business entity (Carroll, 2008; Carroll, 1994).

In the meantime, some researchers and business officials have found the term, “social”, indefinite and mentioned that to whom a business entity is accountable lacks certainty in explanation (Carroll, 1999). Afterward, in an attempt to clarify this vagueness in the literature, R. Edward Freeman (1984) introduced an elaborative concept which is named “the stakeholder theory”. As a term, “stakeholder” was derived from “shareholder” in order to provide an understandable meaning, but it extends the scope of shareholder from investor, stockholder, or creditor to any party in a business’ macro and micro environment. Freeman (1984) defined stakeholder as “any group or individual who can affect or is affected by the achievement of the firm’s objectives” (p. 25). Hence, a stakeholder group can be government, local community, customers, competitors, employees, media, environment, suppliers, stockholders, and creditors. Up to some extent, Edward’s (1984) conceptualization of the stakeholder theory provided CSR literature with certain boundaries, and his definition positively mitigated the emerging concerns about the ambiguity of whom a business is considered to be responsible for. The history and development of stakeholder theory will be explained in detail later on.

In 1983, Carroll revisited his four-part definition that includes economic, legal, ethical, and discretionary responsibilities. He enlarged his definition and according to him, “CSR involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive” (Carroll, 1983, p. 604). In his view, the economic and legal responsibilities are prerequisites for a business entity to discuss its ethics and the extent of its support to the society in means of monetary, timewise, or competency resources. Furthermore, he revised “discretionary” responsibilities as “voluntary or philanthropic” responsibilities implanting a volunteerism sense into his understanding of CSR. He advocated his reasoning by suggesting that volunteerism or philanthropy is a better ground for the discussion of social responsibility.

Later then, Carroll (1991) proposed a pyramid model for a more explicit categorization of the business responsibilities. Carroll’s pyramid of CSR expressed social responsibilities of a business in a hierarchical way. From bottom to top, he classified responsibilities as economic, legal, ethical, and philanthropic responsibilities. Furthermore, Carroll (1991) summarized economic level as the right to “be profitable”. For legal level, he stated that “Law is society’s codification of right and wrong” into which he translated that a business should “Play by the rules of the game”. On the third level of the pyramid, ethical level, he proposed that the responsibility of a business is the “obligation to do what is right, just, and fair”. Hence, a business should “avoid harm”. On the top level, for philanthropic responsibilities, Carroll (1991) suggested businesses to “contribute resources to the community” and inevitably “improve quality of life” for society into which he translated as to “be a good corporate citizen” (p. 42). Additionally, he suggested that a business should not strive to fulfill these responsibilities in a reactive manner, in a way that an action is needed in response to an arising concern. Rather, each needs to be fulfilled constantly and proactively (Carroll, 1991). He also proposed that developing the CSR pyramid was just a graphical depiction, not an attempt to broaden his four-part definition (Carroll, 1999). His pyramid model was built on the medium of the United States which overlooks the applicability of the model in the developing and underdeveloped countries. According to Visser (2006), the hierarchical order can vary from culture to culture, and specifically, countries in Africa are still in an ongoing process of adaptation of CSR policies. In addition,

Visser (2006) criticized the absence of the emphasis on environmental concerns and the ambiguity of philanthropic activities. According to Sahu et al. (2017), many decision-makers are dispositioned to confuse the ethical and philanthropic responsibilities due to the similarity of the terms. Moreover, Nalband et al. (2014) stated that the foundation of the pyramid is not solid because the pyramid should be supported with cultural perspectives. Nalband et al. (2014) devised their own pyramid by adding three layers to the bottom part that are beliefs, values and assumptions of the people involved in the business.

In the 90s, the previous concerns extended to socially responsible products, processes, employee relations (Habisch, 2005). Also, it was the decade of the growth in the internalization of CSR policies by organizations. The embedment of CSR policies into corporate systems and business processes via standards and codes gained importance and led to increased social reporting efforts, developing partnerships among companies, NGOs or governmental organizations (Carroll, 2008).

Besides these developments and conceptualizations, since 90s, the concept of CSR has become more globally promoted by all constituents in a society ranging from governments and corporations to consumers and non-governmental organizations (Moura-Leite & Padgett, 2011). During this decade, there was no significant contribution to the definitional side of CSR concept so that it did not expand with new definitions but its combination with complementary themes such as stakeholder theory and business ethics were introduced. By this means, the involvement of stakeholder model in CSR concept was found to be applicable and beneficial in order to provide a better understanding. Management scholars implemented the stakeholder theory into CSR due to the frustrations of the lack of practicality of previous theoretical models (Lee, 2008). The main problem, which, to a degree, still remains today, was the inability to measure and empirically verify the results of CSR (Merrill, 2008). Even though stakeholder theory had already been in the literature by that time, the association of it to CSR concept provided advantageous usefulness for the specific determination of CSR matters besides providing a practical tool in order to identify the parties narrowly, define their positions and functions in relation to one another and for better measuring (Lee,

2008). Thus, corporations and management scholars have strived to focus on a strategic and calculated approach to CSR in order to survive and compete.

By the 2000s, the interests and efforts to contribute to the theoretical development of the CSR concept and what it means have diverted to the importance of the measurability with empirical researches. However, for these empirical efforts to make a broad and accurate generalization, there is still time needed. In early 2000s, most of the researches were conducted in order to find evidences linking CSR or CSP to other concepts such as organizational behavior.

To provide an understandable definition of CSR and to conclude this topic, two definitions are listed below. According to the World Business Council (2005), CSR is “the commitment of business to contribute to sustainable economic development working with employees, their families, the local community and society at large to improve their quality of life” and as European Commission (2005) defined, it is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis.” Moreover, social responsibility is neither only meeting legal expectations nor engaging in philanthropic activities in order to gain prestige (Aşçıgil, 2011). Aşçıgil (2011) defined social responsibility as the ability of an organization to eliminate the negative outcomes caused by the activities of the organization beyond the concern of gaining a reputation. Even though social responsibility for focusing on gaining reputation does not reflect what CSR stands for, it is certain that CSR projects and investments create a positive image for a corporation. This image creates a kind of identity for the organization picturing of whose values in order to show stakeholders that business is not only a profit seeker but also concerned about social welfare. Thus, a business entity’s ultimate goal is not just to increase its shareholders’ wealth by economic measures, rather it is also to become a humanitarian and benevolent entity.

In the current global market, a high level of intense competition pushes companies to implement CSR practices. As long as these practices add value to the organizational success, it is imperative to ensure the sustainability of them (Carroll, 2008). Society plays a highly important role in determining the organizational success as it is consistent with what the public expectations require from the business community. Although there is no consensus on a specific CSR definition, as

CSR concept has developed, future researches may revise and adapt existing definitions of CSR, or provide the literature with new definitions, but imagining that these new concepts could develop freely from the prevalent literature is not logical since the foundation is already been built over the past half century (Carroll, 1999). Due to its interrelation with many other organizational and behavioral theories, CSR concept will remain as an essential part of business communication and practice, and in essence, it addresses and captures the most important concerns of the public regarding the relationship between the organization and society (Carroll, 2008; Carroll, 1999).

2.1.1. Stakeholder Perspective

A broadly accepted notion of CSR reflects that the concept is beyond the scope of economic and legal requirements regarding the actions that address the existential concerns of the business nature (Aquilera et al., 2007). Under the umbrella of business, the responsibility and aim of corporations, besides being profitable and law abiding, are not sharply clear, and with whom those responsibilities lie within the boundaries of an organization. Stakeholder theory is a crucial foundation for understanding that whose expectations and demands are important.

Stakeholder theory, in the concept of CSR, attempts to discuss the relationship among corporations and stakeholders they are accountable to, not just shareholders. According to R. Edward Freeman (1984), who is renowned for the “father of stakeholder theory”, a stakeholder is “any group or individual who can affect or is affected by the achievement of the firm’s objectives” (p. 25). Hence, the idea of what a stakeholder can be, from an organizational point of view, is a broad scope and hard to be specified with certain boundaries. It would not be wrong to say that government, local community, customers, competitors, employees, media, environment, suppliers, stockholders, and creditors are among the most common and mentioned stakeholder groups that require a specific effort for an organization to take seriously. Managers who adopt strategies only for shareholders will make decisions without considering beyond their economic responsibilities and will strive to gain legitimacy only through profitability (Aşçıgil, 2012; Aşçıgil, 2011).

However, as Freeman et al. (2001) suggested, “a stakeholder approach rejects the very idea of maximizing a single objective function as a useful way of thinking about management strategy. Rather, stakeholder management is a never-ending task of balancing and integrating multiple relationships and multiple objectives” (p. 10). In other words, Freeman et al. (2001) argue that the idea of putting effort to continuously serve a single stakeholder group, or a single profitability objective is useless for achieving a long-term strategic plan. Instead, all significant stakeholders’ values and demands should be taken into consideration as well as the degree of engagement and attention to pay. Although these external demands can reveal conflicting provisions in between, regarding the stakeholder concept, the major purpose is considered as having the ability to ensure a balance between financial and moral objectives (Roberts, 1992, p. 597) in order to attain the support of stakeholders to achieve long-term success. Evan and Freeman (1988) stated that “management has a duty of safeguarding the welfare of the abstract entity that is the corporation” (p. 102) and of balancing the conflicting claims of multiple stakeholders to achieve ultimate goal that is the long-term organizational success. Management literature has tendency to identify a balance point based on quantitative feasibility. Hence, management viewpoint is prone to determine the degree of ethics according to the degree of relationships with stakeholders and implies that the involvement of moral considerations in corporate activities is ideally evaluated by calculating the costs of involving and benefits of establishing a relationship with stakeholders (Akbaş, 2012). Above that, management should steadily strive to explore the dynamics of its relationships with stakeholders in order to develop a business strategy that targets correctly and suits separately.

The definition of stakeholder theory suggests organizations to engage in socially responsible activities with regard to the interests and expectations of all stakeholder groups who in the end, take part in or might have affected by. Kujala (2001) briefly states the main concern of the stakeholder approach as the influential groups and individuals, and administrative actions taken in response to the actions and expectations of these parties. Principally, this view concentrates on gaining competitive advantage and boosting financial performance with the assistance of socially responsible and environmentally friendly strategies followed on a business level that are based upon the values and views of the stakeholders.

Stakeholder theory, in one sentence, can be summarized as the necessity of an organization not to neglect the consequences of its actions and the influence of others' actions in turn or vice versa. Hence, an organization is compelled to consider its stakeholder behaviors, values and interests, and by demonstrating good governance characteristics, is obliged to adopt various strategies in order to legitimize their actions (Aşçıgil, 2012). These matters, in detail, can be justly addressed by embracing a clear vision of what those matters necessitate in order to execute an adequate stakeholder management strategy.

A group of stakeholders who are defined as “persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity” (Donaldson & Preston, 1995, p. 67). According to Donaldson and Preston (1995), “stakeholders are identified by their interests in the corporation, whether the corporation has any corresponding functional interest in them” (p. 67). From this definition, it is inferred that each stakeholder groups' values are not similar and each needs to be treated on their own.

2.1.2. Employee Perceptions of CSR

In this thesis, employees are the selected stakeholder group since employees have significant influence on the success of the organization. On behalf of the organization, employees make contacts with investors, suppliers, customers, and other stakeholders. Stakeholder theory suggests that the value of company, in the long-term, depends on technical knowledge, abilities, and commitment of its employees (Lee, Park, & Lee, 2013). Hence, “employees are highly salient stakeholders to whom the firm owes a perfect duty, meaning that they have significant power and legitimacy with which to influence the firm” (Lee, Park, & Lee, 2013, p. 1716; Greenwood, 2007). Stakeholder theory implies that “as the level of stakeholder power increases, the importance of meeting stakeholder demands increases” (Roberts, 1992, p. 598) and from which can be inferred that employees' demands are at high importance since company desires its workforce to be fruitful and hardworking for better organizational productivity. Workforce or human capital is considered as one of the most important factors and key stakeholders for an organization's competitive success (Bae et al., 2011; Pfeffer, 1996). Firms that

highly value their reputation or brand image have tendency to implement employee friendly policies in order to justify their reputation beside showing that they appreciate the workforce. A legitimate way of internal and indirectly external communication is indicating that organization offers a suitable workplace and credible commitment to fair employee treatment (Bae et al., 2011).

Numerous organizations' primary concern is to ensure strong employee attachment and trust to the organization to assure job satisfaction with which citizenship behaviors and commitment comes in the workplace. Positive views for both present and potential future employees can be promoted with an effectively and constructively gained positive CSR reputation (Lee, Park, & Lee, 2013). In this perspective, as a starting point, Sims and Keon (1997) assert that providing morality-based work climate prompts more trust, stronger connection, lower absenteeism and turnover rate, higher productivity and efficiency, more positive approach towards work, and better conduct from employees.

By means, if an individual employee is to be named as insider and separated from the public eye (who are not a part of an organization's functional side), it would be expected from them to demonstrate different reactions than public. It is mentioned in the literature (Rupp et al., 2006) that "so employees may react negatively when perceiving a corporate injustice because the action implies a misalignment with their values and threatens their psychological needs" (p. 538) however, employee perceptions of CSR and responses are not easy to grasp and heavily rely on the congruency between personal values, organizational culture, and organizational objectives pertaining to CSR implementation (Do Roeck & Delobbe, 2012).

Rather than CSR activity itself, CSR perceptions of stakeholders may be at significance on constituting a strong and productive relationship with the organizations. Perceived CSR performance guides the stakeholders on making evaluations regarding the company's culture and values. Company's perceived CSR plays a substantial role on what employees base their attitudes, behaviors, and decisions towards the employer as an entity (Hansen et al., 2011). As Rupp, Ganapathi, Aguilera, and Williams (2006) stated that "individual employees, as members of the organization, are concerned about, contribute to, and react to an organization's evolving social consciousness" (p. 537) from which the idea can be

grasped that employees will make distinct judgments and evaluate social and environmental investments and efforts of the employing organization.

Former researches suggest that employees exhibit negative attitudes and behaviors in the workplace as they perceive their organization act in a socially irresponsible manner but, rather engage in positive intentions and productive work behaviors if the overall perception of the organization is considered as relatively responsible (Rupp et al. 2006). Employees are considered as one of the most important stakeholders among internal stakeholders due to the key role they play in the success or failure of the organization (e.g., McWilliams & Siegel, 2001; Lee et al., 2013). Organizational success principally depends on its employees' technical and social competence in order to ensure the efficiency and effectiveness of customer relationships, sales, operations and such (Lee et al., 2013). Hence, the upper management should concentrate on "satisfying their [employees] expectations for company's CSR activities" (Lee et al., 2013, p. 406) in order to support its employees to exhibit ethical and responsible behaviors. Consequently, if these behaviors spread across time and people, the creation and sustaining of the work environment quality would be supported (e.g., Bowler, 2006; Tuzzolino & Armandi, 1981). As Collier and Esteban (2007) put emphasis on this stakeholder group by proposing that they are the ones "who carry the main burden of responsibility for implementing ethical corporate behavior in the daily working life of the company, the achievement of those outcomes will largely depend on employee willingness to collaborate" (p. 19). Employees will feel obligation to reciprocate similar positive behaviors for the organization once they feel bonded with their organization (Wang et al., 2017; De Roeck et al., 2013), therefore organizations should also put effort into implementing managerial implications that are conducted towards employees (McWilliams & Siegel, 2001). Thus, fostering a workplace environment that supports the improvement of the performance and effectiveness of employees is regarded as one of the key responsibilities of corporations today. Also, striving to form a corporate culture which would encourage employees to establish citizenship behaviors is as important.

2.2. Trustworthiness of the Organization

The subject of trust has been found in various study areas to rationalize a number of behavioral frames that can be seen in both scientific and daily life matters. In order to understand what trustworthiness is and the notion of trust and its role in different contexts such as organizational and personal orientation, scholars introduced their interpretations from different perspectives. The current literature consists of different definitions of trust construct and these definitions seem to be reasonable for the structure which they are built upon.

To provide a solid understanding of what trustworthiness is, an explanation to trust and trusting behavior is necessary. As a prominent starting point, Deutsch (1958) stated that, in the dictionary, the term “trust” bears the same meaning as confidence, assured reliance, and assured anticipation, however, the sense of trust differs regarding the use of the term. Rather than just a human being that can be trusted, even a product or a business entity can also be trusted but these examples do not carry the same meaning. In the presence of trust, there should be “an expectation that something will occur” (Deutsch, 1958, p. 265). It is implied that the notion of trust hosts a necessity of reciprocation and expectation. Trust is not just a behavior, but also a feeling. To elaborate the term from a motivational basis, Deutsch (1958) explains trust as:

An individual may be said to have trust in the occurrence of an event if he expects its occurrence, and his expectation leads to behavior which he perceives to have greater negative motivational consequences if the expectation is not confirmed, than positive motivational consequences if it is confirmed (p. 266).

Thereby Deutsch (1958) defined trust in a manner that can be applied to an individual’s interactions with both his social environment and general daily life surroundings. But to simplify his understanding of trust construct, it would not be wrong to say that an expectation of an event of which the occurrence is not thought to be unpleasant but rather, desired to the individual’s well-being.

Zand (1972) enlarged the scope of Deutsch's notion and he insisted on mentioning "vulnerability" to put emphasis on the involving risk factor in trusting behavior. He stated that:

Actions that increase one's vulnerability, to another whose behavior is not under one's control, in a situation in which the penalty one suffers if the other abuses that vulnerability is greater than the benefit one gains if the other does not abuse that vulnerability (p. 230).

However, by analyzing the study of Deutsch (1958) and Zand (1972), in search of a more satisfactory conceptualization, it is obvious that the aforementioned constructs of trust are insufficient to provide a conceptual understanding. Rather, the circumstances in which trust is assumed to be present are depicted.

Later, Gambetta (1988) put forward his definition about the subject of trust and his assertion to explain trust is as the following:

When we say we trust someone or that someone is trustworthy, we implicitly mean that the probability that he will perform an action that is beneficial or at least not detrimental to us is high enough for us to consider engaging in some form of cooperation with him or her (p. 217).

But this explanation lacks the distinction of trust from cooperation. Then, Gambetta (1988) asserts that trust is a form of appraisal of an expected action with respect to its potential detrimental or beneficial outcome. The anticipated consequence involves a specific level of probability that is perceived by an individual to decide whether trusting the opposing party to be risky or not.

Mayer et al. (1999) draw attention to Gambetta's (1988) proposition to address the contribution of trust to interpersonal relationships and communication in means of functionality and claimed that "scholars tend to mention (trust) in passing, to allude to it as a fundamental ingredient or lubricant, an unavoidable dimension of social interaction, only to move on to deal with less intractable matters" (unnumbered foreword). They remarked that former studies lacked consensus on a common and clear definition of factors contributing to trust and its consequences (Mayer, Davis, & Schoorman, 1995; Cook & Wall, 1980; Kee & Knox, 1970). Kee and Knox (1970) discussed that the risk stemming from a meaningful incentive needs to be recognized. While many researchers are agreeing on Deutsch's (1958) idea that having a motivational stake is a requirement for trust, on the other hand, another many agreed with the idea that risk will be inherently

involved in trusting behavior, however “it is unclear whether risk is an antecedent of trust, is trust, or is an outcome of trust” (Mayer, Davis, & Schoorman, 1995, p. 711). Mayer et al. (1995) defined trust as:

The willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party (p. 712).

Parallel with Zand’s (1972) view, Mayer et al. (1995) argued that a potential loss or harm implies vulnerability. They mentioned “making oneself vulnerable is taking risk” (p. 712). Trust is the acknowledgment of risk stemming from vulnerability.

Rousseau et al. (1998) remarked that Gambetta’s (1988) and Deutsch’s (1962) views of trust are unclear and confusing because their common ground on trust refers to cooperative behavior within individuals and groups. A definition putting cooperation at the center of the trust construct is said to be inadequate to provide a robust understanding and a clarification of the frontiers of trust, and as a concept on which scholars can fundamentally agree is necessary to hinder misunderstandings for future research.

Rousseau et al. (1998) stated that the definition of Mayer et al. (1995), “willingness to be vulnerable” is a critical component of trust. Later, they put forward their own concept of trust that merges studies in multidisciplinary areas, which are psychological, sociological, and economic approaches, by stating that “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (p. 394). In addition to that, Rousseau et al. (1998) highlighted the relevance of the term, “risk” to the concept of trust. It is argued that the acceptance of the absence of risk eliminates the need for trust (Rousseau et al., 1998; Lewis & Weigert, 1985). Risk is seen as a condition that has to be found in trusting behavior and it is perceived as the probability of loss which emerges from the reciprocal nature of interpersonal relationships (Rousseau et al. 1998). Therefore, if expected actions and intentions ensure the positive outcome, then risk is not assumed to be present in this mutuality (Li & Betts, 2003; Meyerson et al., 1996). Moreover, In the literature of trust, there is another commonly held condition, explained as the situation where one party’s possible achievement or gain is accepted to be dependent on the other party’s actions, which is specified as interdependence (Rousseau et al., 1998). The

term interdependence puts emphasis on the reciprocal feature of relationships and points out that without reliance on another party's expected actions, trust cannot be said to exist. Thus, as it is stated, "trust is not a behavior or a choice, but an underlying psychological condition that can cause or result from such actions" (Rousseau et al., 1998, p. 395).

To draw attention to the multilateral nature of trust, Mayer et al. (1995) defined three factors contributing to the trustworthiness of a party. Namely, these factors are ability, benevolence, and integrity. Accepting that trust is not unilateral but a multidisciplinary context, they asserted that these three factors are intertwined with each other but may also vary independently, hence the proposition of the concept is not that these factors are unrelated to each other but implicitly separable (Mayer et al., 1995).

Ability is defined as the set of skills of a party which are considered competent, hence allows one to speak knowledgeably or have authoritative influence in a specific area (Mayer et al., 1999). Besides the perceived competence and skills of a member of management, this view includes both formal and informal influence they are perceived to have in the organization. A party with high perceived technical knowledge is considered to be trustworthy on an analytic task, however, may not be assumed to have competent level of skills in a social issue, therefore the area of competency is specific (Mayer et al., 1995).

Benevolence is described as the degree of expectance on the good intentions and positive behavior of a party, consequently, actions of trusted party are supposed to be away from self-centered motivation (Mayer et al., 1995). Trusted party has no obligation to be altruistic since one does not have an external self-oriented interest in this matter, thus benevolence proposes that a form of distinct attachment towards trusted party exists (Mayer et al., 1995).

Integrity can be named as the combination of the characteristics of what value congruence and honesty represent. Whether trusted party is perceived to be honest and forthcoming, aside from whose values are compatible with organizational culture, depict the attributes of integrity for the trusted party. The multifaceted construct of trustworthiness comprising three factors were found to have direct impact on trust (Mayer et al., 1999) and how the perceptions of

trustworthiness affect the decision of trustor to trust or not (Frazier et al., 2009; Mayer et al., 1999).

Mayer et al. (1999) stated that trust should be differentiated from trustworthiness perceptions, however many researchers use terms, trust and trustworthiness interchangeably, therefore trust is viewed as a result of how individuals perceive the trustworthiness of another party (Pan & Chiou, 2011). Trustworthiness was defined as the perceptions of a trustee's characteristics and technical competence (e.g.,; Frazier et al., 2009; Colquitt et al., 2007; Mayer et al., 1999; Rousseau et al., 1998; Gabarro, 1978). Colquitt et al. (2007) stated that trustworthiness measure two different aspects with three different dimensions. First aspect is that ability captures a sense of skill and competence. Second aspect is that both benevolence and integrity capture a sense of personal characteristic. Some scholars said that both benevolence and integrity dimensions measure a characteristic component, therefore instead of the discrimination of benevolence and integrity, they preferred to express trustworthiness on cognition-based and affect-based grounds (e.g., Colquitt et al., 2007; Rousseau et al., 1998; McAllister, 1995; Lewis & Weigert, 1985). Cognition-based trust was based on rationality and competence whereas affect-based trust was based on feelings and emotions (e.g., Colquitt et al., 2007; McAllister, 1995; Lewis & Weigert, 1985). Therefore, ability matches with the notion of cognitive trust, and benevolence and integrity match with affective trust.

If the notion of trust and trustworthiness were to be adapted into organizational context, from Mayer's et al. (1995) view, it is inferred that organizational trust is an individual's willingness to be vulnerable to the actions of the organization and the upper management. How others perceive whether the individual to be trustworthy forms the decision to trust (Frazier et al., 2009; Mayer et al., 1999; Rousseau et al., 1998; Mayer et al., 1995). In this sense, for a customer to evaluate the trustworthiness of a company, workers' level of perceived competence may be at significance, however, the organizational characteristic sought may be benevolence of management for an employee to form a trustworthy relationship with its employer at the business level (Pirson & Malhotra, 2011).

By scholars, the most accepted definition of trust, belonging to Mayer et al. (1995), is "the willingness to be vulnerable" (Davis et al., 2000). In other words, as

Rousseau et al. (1998) denoted the notion of trust by taking the basis of the work of Mayer et al. (1995), and provided a conceptual definition of “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (p. 395). Rousseau’s et al. (1998) view supports that organizational trust is “to accept vulnerability based upon positive expectations of the intentions” of the organization. The matter of trust stands up in situations where parties in relationship mutually have something to lose (Lamsa & Pucetaite, 2006; McAllister, 1995; Wicks & Berman, 2004) and so forth, inherently, risk comes with vulnerability in bound to be reciprocal relationships (such as trade parties, friends, team members, who cooperate to serve to a mutual contract). According to the portrayal Mayer et al. (1995) provided, the beliefs of people on the ability, benevolence, and integrity of another party lead to accept and tolerate a risk in the relationship (Dirks & Ferrin, 2001). It can be surmised that reciprocity is a must to maintain relationships by recognizing that the level of risk increases as a result of higher levels of trust. Seen as a necessity of coexistence, building trust is a must to constitute collaboration and it carries a vital role to forge constructive and cooperative behaviors in the long-term relationships (Blomqvist & Stahle, 2011). Moreover, the overall low levels of trustworthiness were found to cause disposition towards the resulting low levels of trust (Pan & Chiou, 2011).

Recently, the scientific literature has drastically expanded with the rapidly growing interest in the importance of trust in organizational framework. In the organizational framework, trust has been seen as a prerequisite for organizational success. However, former studies indicate that trust does not have to appear inherently in the workplace, but it can be fostered and sustained through appropriate managerial implications (Lamsa & Pucetaite, 2006; Gould-Williams, 2003; Whitener, 1997; Young & Daniel, 2003). Trust creates a climate where the need for formal contracts, opportunistic behaviors, and hierarchical controls and transaction costs related to these mechanisms are intended to be reduced (Davis et al., 2000).

Even though it is rare, in a work environment that a trusting relationship between employees and management was to be established, the employee turnover is expected to reduce and therefore, related costs of finding a suitable replacement

(Davis et al., 2000). Hansen et al. (2011) stated that “turnover intentions are of great concern to management” (p. 31). Moreover, low levels of trust within the workplace can be detrimental to the organization. According to Sonnenberg (1994), a workplace lacking trust may lead to low levels of employee commitment, less innovativeness, and to increase stress in the workplace which affects the social interactions between coworkers and consequently, the operational mechanism of the organization is to be influenced accordingly. Additionally, since trust also encourages cooperation in the workplace in which cooperative behaviors lead some potential resources to be utilized such as increased reputation, increased knowledge diffusion through employees, and increased communication level, and therefore, the social mechanism of the organization would function better and efficiently (Muthuri et al., 2009). By increasing social cohesiveness within the boundaries of the workplace, not directly but indirectly, the technical competence of employees is to be improved, and consequently, the financial mechanism is to be enhanced (e.g., Lin, 2010; Muthuri et al., 2009; Li & Betts, 2003).

Considering these views, trustworthiness would not seem to directly promote economic welfare at an organizational context, but rather, plots a route to foster prospering socialization, effective teamwork and cooperation in the work environment as well as higher levels of motivation (Lamsa & Pucetaite, 2006; Fukuyama, 1995) which lead to economic gains in a wider term. Generally, it is accepted that, trust is seen as a facilitating element and plays a crucial role in organizational settings to fortify “the long-term stability of an organization and the well-being of its members” (Cook & Wall, 1980, p. 39).

2.3. Organizational Citizenship Behavior

There have been plenty of studies conducted to date in order to describe and specify what organizational citizenship behavior (OCB) stands for. In the early 1980s, the two inspiring empirical works particularly addressing the term today, called “organizational citizenship behavior”. Bateman & Organ’s (1983) and Smith, Organ, & Near’s (1983) researches were the initial conceptualization of OCB. As the term “citizenship” was first introduced as a concept by Bateman and Organ in 1983, based on Katz and Kahn’s (1966) view of “innovative and spontaneous activity” in

achieving organizational goals that are above the specific task roles as it referred to the nonmandatory actions that streamline the social and managerial mechanisms in the organizational context. This term expanded to be in use as “good citizens” for those who engage in such actions that are in line with the morality of citizenship.

Although OCB is not an old phrase, its origins can be found looking at Barnard’s (1938) work highlighting individual “willingness to cooperate” and seeing cooperation as a prerequisite for the efficiency of formal functioning mechanism. He elaborated his understanding by saying that employees should be willing to exert efforts to support the cooperative nature of the organizational system in order to assist the fulfillment of organizational goals.

Later, Katz (1964) stated that “an organization which depends solely upon its blueprints for prescribed behavior is a fragile social system” (p. 132) referring to the organizations relying on only the predefined role specifications to function effectively and efficiently, are eventually expected to fail. Before Bateman and Organ’s (1983) assertion of the importance of discretionary behaviors in the job context, Katz (1964) recognized the value of behaviors beyond set task duties and pointed out that these types of behaviors are indispensable for an organization to survive. Furthermore, Katz (1964) proposed, “within every work group in a factory, within any division in a government bureau, or within any department of a university are countless acts of cooperation without which the system would break down” (p. 132). These cooperative interactions usually go unnoticed by upper management since there are no specific boundaries to these actions and are ambiguous to some extent. However, the importance of citizenship behavior does not rely upon its explicit demonstration but its collective accumulation across the organization. Accordingly, Bowler (2006) pointed that Katz’s (1964) study addressed to the necessity of citizenship behaviors for the functioning of any social system. Moreover, Bowler (2006) supported this view by claiming that all collective systems striving to remain, “reap the harvest of individual extra effort” (p. 259) as it is extended over time and people.

Katz (1964) proposed that there are three kinds of behavior that are essential in order to support the existence and effective functioning of an organization. First, people must be encouraged to become a part of the organizational system and stay within. Second, employees should be induced to

perform congruently with predefined minimum requirements of the job description. Third, employees must commit to innovative and spontaneous activities that are not predefined in the job description and are considered as beyond the in-role extent.

Organ (1988) took the basis of both Barnard's (1938) and Katz's (1964) understanding of the importance of discretionary behaviors in the workplace to construct his own notion and published a broader sense of OCB providing a comprehensive definition as:

Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable (p. 4).

Organ (1988) attempted to provide discussion upon the concept of OCB to support the construction with a firm understanding. Organ (1988) asserted that there are some behavioral characteristics in OCB concept. Some of which are helpfulness, sense of responsibility, eagerness to participate and such. However, these are desired active behaviors by a common view. To clarify that OCB is not just a variant of these types of behaviors, Organ (1990) mentioned that "OCB includes not only enactment of positive gestures and contributions, but also the quality of forbearance-the willingness to endure the occasional costs, inconveniences, and minor frustrations attendant to collective endeavors" (p. 46) such as not complaining unnecessarily and acting proactively. Organ (1988) also highlighted the importance of how these actions should be done willingly and stated that his definition of OCB does not stipulate or guarantee the compensation of intended positive actions in the workplace. Instead, he highlighted that a stable demonstration of citizenship behaviors over time, forms "the impression that an individual makes on a supervisor or on coworkers" (p. 5) which in turn, might also be beneficial for the individual for a better future in the organization, in the sense of both professional and social context.

With regard to this definition, three important elements of OCB emerge. Firstly, OCB is a set of discretionary workplace actions that exceed primary requirements (Jahangir et al., 2004) and that is not comprised by the formal

employment contract (Organ, 1988). By meaning, discretionary is the antonym of obligatory and these actions cannot be regarded as imperative in the workplace, therefore exhibiting such behaviors solely depends on employees' personal will. Secondly, the formal compensation system does not assure that exhibiting citizenship behaviors will be rewarded. Also, citizenship is subtle at most of the time and cannot be detected easily (Smith et al., 1983), however in the long-term, acting OCBs might be helpful at being noticed by higher management and lead to favorable outcomes such as wage raise or promotion. Lastly, citizenship behaviors subtly contribute to the overall efficient and effective functioning of the organization as it is supposed to be widely engaged by people through time (Organ, 1988). For this matter, Organ (1997) gave "helping a coworker" as an example for a better understanding of such subject. Helping a coworker might lead to personal inconvenience such as time allocation issues regarding the helper's personal workload but if such behavior, in aggregate, is engaged continuously by the majority of employees, it will improve the entire effectiveness of organization.

In most of the time, employees conduct their responsibility to their work and perceive that their primary duties are the tasks assigned to them, also they are inclined to refrain from behaviors that are perceived as troublesome. They focus on delivering acceptable and beneficial work to the organization as Organ and Ryan (1995) also suggested that we would expect the assessment of task performance to be in consideration within the abilities, skills, and knowledge of individual employees and the superiority or volume of outcome that is related with in-role duty. Scholars have struggled to identify the boundaries of "in-role" and "extra-role" behaviors and which personal attitudes correspond to these behaviors in order to form the differential basis on to what OCB pertains. However, the depiction of the frontiers of in-role and extra-role performance is sometimes not easy to distinguish in the workplace context (Castro et al., 2004). Accepting the ambiguity, Brief & Motowidlo (1986) mentioned that "in-role behaviors are usually organizationally functional, while extra-role behaviors can be either functional or dysfunctional" (p. 710).

As mentioned before, OCB refers to the individual commitments in the work environment that go beyond in-role job requirements stipulated in the contract and that is not recognized by formal task performance indicators (Organ, 1988; Organ &

Ryan, 1995). Even though these adopted behaviors are left unrewarded (not supported with positive reinforcements) and excluded from the appraisal procedure of the task performance, in the literature, it is found to be influential on the overall effectiveness of the organization (Lo & Ramayah, 2009). As a concept, OCB comprises the actions and behaviors of employees that are not critical but beneficial to the organization within the boundaries of the workplace, even though the contribution to the organization might not be perceivable from the judgment of the management. Such behaviors include volunteerism, helpfulness, following the rules and procedures regardless of personal inconvenience (Organ & Ryan, 1995). Aforementioned commitments do not have significance to refer to the determinants of main task requirements or performance. However, they support the profile of organizational culture and the corresponding social unity notion.

Organ (1977) remarked that in some situations, organizational officials are concerned about “regular attendance, predictability, following the rules, not making waves, avoidance of hassles, cooperation, and generalized tendencies toward compliance” (p. 50) and these behaviors are seen as a glue holding collective endeavors together. According to Podsakoff and MacKenzie (1997), from a conceptual perspective, there are various arguments that supports the positive results arising from the demonstration of OCBs in the workplace. Some of the most salient outcomes of OCBs are specified as that OCBs fortify the links between teamwork and productivity (Podsakoff, Ahearne, & Mackenzie, 1997), and increases employee motivation, and lowers retention (Rupp et al., 2006). Besides contributions to social needs of employees, it is also remarked that OCBs increase the possibility of reducing the resources needed to perform major functions of the organization, likewise, support the utilization of organizational resources that can be allocated more efficiently and effectively with the increased coordination between different corporate activities and personnel (Castro et al., 2004; Podsakoff, Ahearne, & Mackenzie, 1997).

The literature on OCB varies widely, regarding the properties of the behavioral dimensions and the approaches to identify the dimensions of OCB. Organ’s (1988) five-dimensional concept attracted a great deal of attention in empirical literature for at least three reasons (LePine, Erez, & Johnson, 2002). Firstly, this framework is a pioneer study that is accepted to have the longest

history due to the progressive enlargement of the scope since Organ and his associates kept contributing and many other scholars have adopted the framework in their studies. Second, scholars provided generalizable and rigorous measures for Organ's five-dimensional concept. One of the most recognized measures was provided by Podsakoff and his associates (1990) and it has been utilized in various studies in the literature. Lastly, for the most part, OCB scholars expect that the behavioral dimensions constitute advantageous measures along occasions and organizations in the long-term (Organ, 1997).

2.3.1. Dimensionality of Organizational Citizenship Behavior

As a term, "organizational citizenship behavior" was first introduced into the literature by Bateman & Organ (1983). Since then, there have been many researches that led the conceptual development of OCB. Reaching nearly thirty, different classifications of citizenship behavior have emerged with studies conducted on the subject. Despite the increasing attention on citizenship behaviors, the literature shows that OCB construct lacks consensus on dimensionality, but it is irrefutable that some of these form of organizational citizenship behaviors coincides with each other in categorization based on the content, meaning, and focal perspective (Podsakoff et al., 2000).

Initially, altruism and generalized compliance were brought forward as two kinds of citizenship behavior by Smith et al. (1983). The simplest definition states that altruism is helpful behavior and generalized compliance is obeying the organizational laws and procedures. Five years after, Organ (1988) enlarged OCB context by taking the basis of earlier studies that Bateman et al. (1983) and Smith et al. (1983) promoted. By deconstructing generalized compliance dimension, he introduced a multidimensional citizenship behavior into the literature comprising five dimensions which are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship.

Altruism corresponds to actions that are considered as helpful in the workplace. Thought as discretionary behaviors that have easing influence on a relevant task or problem a coworker dealing with.

Conscientiousness refers to generalized compliance in categorization. It is the behavioral combination of doing beyond the formally imposed minimum requirements. Such behavioral indications are punctuality, resource conservation, cleanliness, and eagerness to participate. Altruistic and conscientious behaviors in the workplace signal that the organizational rules, regulations, and procedures are acknowledged, internalized and complied with by employees.

Sportsmanship is described as calmly tolerating the inherent discomforts that are part of the organizational setting. Organ (1990) defines it as “a person’s desire not to complain when experiencing the inevitable inconveniences and abuse generated in exercising a professional activity” (p. 96).

Courtesy refers to discretionary behaviors that concentrate on the elimination of future troubles and taking preliminary cautions to mitigate the consequences of a relevant problem. Even though, this dimension appears to be another form of helping behavior, it differs from altruism by the point of origin that its aim is to prevent a problem from arising, not to deal with a prevalent problem. Yet, it still bears its meaning and definition as a word representing polite and considerate behaviors (Organ et al., 2006) such as giving advance notice to a coworker about a change in a relevant task.

Civic virtue is characterized by tendency towards participation in the political mechanism of the organization encompassing positive contributions to the concerns of the organization. Such involvement examples that can be seen in the workplace are expressing constructive opinions in meetings, keeping up with organizational agenda, and discussing with coworkers to keep others informed. Organ (1988) explained the necessity to replace generalized compliance dimension with conscientiousness as it might be confusing in definition. Compliance widely implies to desperate subordination to higher positions and puts the willingness characteristic of OCBs on a mandatory ground. It does not really reflect the idea that OCBs are spontaneous and dependent on personal will therefore, he preferred to call it conscientiousness.

The formulation of Organ has been followed by numerous studies dividing OCB into subtopics. One of the major conceptualizations which was Williams and Anderson’s (1991) that splits citizenship behavior into two main parts: *citizenship behavior-organization (OCB-O)* and *citizenship behavior-individual (OCB-I)*. As their

definition suggests, OCB-O relates to the combination of behaviors that directly support the functioning of the organization. Doing extra work hours to contribute to the performance of the organization is an example of citizenship behavior-organization definition of Williams and Anderson's (1991). As the other title, OCB-I, promotes an understanding of behaviors that directly support individual outcome as well as indirectly but, in the end, benefit the organization. Set of behaviors such as mutual respect, helpfulness, and keeping relationships well in the workplace refers to citizenship behavior-individual. On this logic, citizenship behavior-organization fits in the conscientiousness, civic virtue, and sportsmanship dimension of Organ (1988) while citizenship behavior-individual matches with altruism and courtesy (LePine, Erez, & Johnson, 2002).

A different framework was developed by Morrison (1994) that comprises five dimensions which are altruism, conscientiousness, sportsmanship, involvement, and keeping up (with changes). Morrison (1994) noted that "participation in organizational functions (involvement) and keeping informed about organizational events and changes (keeping up)" (p. 1552) constitutes different aspects of civic virtue. Morrison's (1994) conceptualization of altruism, conscientiousness, and sportsmanship are relevant to that of Organ's (1988) however Morrison (1994) excluded courtesy dimension from the antecedent framework.

Podsakoff et al. (2000) reviewed the literature of citizenship behavior and introduced a construct promoting seven dimensions which are congruent with earlier interpretations. The dimensions in his model were helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

Comprised by two parts, *helping behavior* involves voluntary actions in order to help others with a current problem and prevent a work-related problem before arising. The first definition overlaps with Organ's (1988) altruism dimension whereas the latter stands for Organ's (1988) notion of courtesy.

As Podsakoff et al. (2000) found the scope of *sportsmanship* definition of Organ (1988) inadequate and asserted that sportsmanship cannot be restricted only to refraining one's self from complaining but also keeping a constructive attitude. They elaborated this type of behavior as:

Good sports are people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally (p. 517).

Organizational loyalty is defined as the behavioral pattern that disseminates, endorses, supports, defends, and protects the organizational values and objectives. It also includes advocating the organization to outsiders and defending it against external dangers as well as staying dedicated to the organization itself (Podsakoff et al., 2000).

Organizational compliance covers an employee's internalization of the organizational rules, regulations, and procedures (Podsakoff et al., 2000). Whether it is monitored or not, compliance in the workplace is mostly expected at all times. The reason that it is considered to be a citizenship behavior is that some employees have tendency to exhibit disobedience to some regulative matters. This dimension corresponds to conscientiousness dimension of Organ (1988).

Individual initiative is identified as the kind of behaviors that exceeds minimally or generally expected levels of task role activities (Podsakoff et al., 2000) such as enthusiasm for taking extra responsibilities, being innovative in the execution of one's duty, or sharing a relevant information with a coworker to facilitate his/her workload which are considered as extra-role behaviors. For this kind of citizenship behavior, an exemplifying action can be assisting a new employee's task to encourage and aid the learning process. According to Podsakoff et al. (2000), these types of behaviors are classified as the sense of "going above and beyond the call of duty" (p. 524). However, individual initiative has not been involved by many researchers in their studies because it is seen to be hard to distinguish from the expected in-role task activities while performing the action.

Civic virtue definition of Podsakoff et al. (2000) suggests that "a person's recognition of being part of a larger whole in the same way that citizens are members of a country and accept the responsibilities which that entails" (p. 525) which, in basis, reflects the overall commitment to the organization. As it refers to the responsibilities of employees to the organization as a citizen, these behaviors comprise eagerness to be a part of the organization's governance such as sharing opinions regarding an organizational matter, paying attention to the environment

for detecting potential threats and opportunities, and protecting the interests of the organization.

Self-development is the last dimension in the conceptualization of Podsakoff et al. (2000). As Podsakoff et al. provide, it refers to “voluntary behaviors employees engage in to improve their knowledge, skills, and abilities” (2000, p. 525). Employees’ effort to seek personal development influences the organizational performance. Since an employee with a broader skillset and knowledge can contribute to the organization’s overall effectiveness and performance in a variety of ways because the skills that employees have, are ultimately translated as organizational resources and assets.

As seen in Appendix A, Ünüvar (2006) provides a detailed lists of the most recognized OCB dimensions with author names, introduction dates, number of dimensions, and definitions. Organ’s (1988) concept provides a scientific categorization of various citizenship behaviors, and it was first measured by Podsakoff et al. (1990) with an empirical study. This five-dimensional scale served as a basis for a great number of studies in the literature and many other scholars preferred to conduct their studies utilizing this multidimensional measurement tool (e.g., MacKenzie, Podsakoff & Fetter, 1991; Moorman, 1991; Moorman, Niehoff & Organ, 1993; Niehoff & Moorman, 1993; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie & Bommer, 1996). In contrast to other dimensionality frameworks, the most empirically supported and attention drawn construct is that of Organ’s (1988). Hence, this study has been predicated on the five-dimensional construct of Organ (1988) with the measurement tool of Podsakoff et al. (1990). In the next chapter, this thesis includes the hypothesis development. The potential relationships among constructs are provided dependent on the literature. The theoretical research model is proposed in the next chapter.

CHAPTER 3

3 THEORETICAL FRAMEWORK AND HYPOTHESES

This chapter attempts to provide a detailed explanation to the relationships between the variables of perceived CSR, perceived trustworthiness, and organizational citizenship behavior by further investigating the findings of previous studies in related constructs.

3.1. Relationship between Perceived CSR and Organizational Citizenship Behavior

The debate on the links between CSR and OCB is not too old but rather still a developing area. As Organ (1988) defined OCB as an “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4), it refers to the voluntary behaviors beyond job requirements. The voluntary nature of OCBs is not evaluated with the traditional in-role performance measures since there cannot be a quantitative outcome of these behaviors in the workplace (Podsakoff & MacKenzie, 1997). There has been a number of studies finding a positive association between the perceived internal CSR measures and OCBs such as organizational or procedural justice and the personality depiction of the organization (e.g., Moorman, 1991; Moorman et al., 1993; Niehoff et al., 1993; Podsakoff et al., 1990). Kim et al. (2017) found that the justice in the workplace, which refers to one of the organization’s CSR practices, is positively associated with citizenship behaviors by employees. In parallel to this, Organ (1988) found that employees generally engage in OCBs when they perceive benevolence and altruism towards them which is a result of the organization’s efforts to ensure CSR policies for employees.

In OB literature, OCB is depicted as the discretionary or extra-role behaviors promoting the organization's welfare (Hansen et al., 2011; Podsakoff et al., 2000). Hansen et al. (2011) rationalized these behavioral outcomes of employees as a result of the perception of overall social responsibility performance not only toward employees but also toward people and environment outside the organization. When employees perceive their employing organization's CSR practices as fair and philanthropic, they are likely to "give back" with OCBs (Hansen et al., 2011; Organ, 1988). Thus, as employees feel that they are being supported socially and emotionally, the chances of employees' demonstration of OCBs in the form of cooperative behaviors and appreciation in the workplace increase (Farid et al., 2019). This form of behavior stems from the notion of reciprocity that urges employees to exhibit favorable behaviors as they and the society at large are being treated by the organization.

The notion of reciprocity in relationship between CSR and OCB is further supported by social exchange theory (Kim et al., 2017; Peterson, 2004). Social exchange is explained by the situation of one party's positive behaviors toward another is likely to be reciprocated with a similar favorable manner (Kim et al., 2017). Besides unilateral social responsibility directed towards employees, Greening and Turban (2000) claimed that employees see themselves as a member of the community to elaborate the external CSR actions' effect on behavioral outcomes. Then, as a part of the society at large, employees internalize CSR practices such as donations to the community even though they are not directly benefitted from these kinds of philanthropic actions of their organization. On the other hand, irresponsible actions of the employer organization intrinsically promote negative behaviors and encourage employees to misbehave and to demonstrate degenerate actions, such as tardiness, gossiping, and thievery in the workplace (Appelbaum et al., 2007). Shortly, the norm of reciprocity asserts that in response to socially responsible activities of the organization, its employees are dependently expected to develop a sense of obligation to engage in OCBs or as a result of corporate social irresponsibility, employees are to misbehave. Employees, who are considered to be one of the most important stakeholders (e.g., Collier & Esteban, 2007; McWilliams & Siegel, 2001; Lee et al., 2013), tend to reflect their perceptions of the workplace (e.g., Rupp et al., 2006; Appelbaum et al., 2007).

According to the findings of a recent local study in apparel manufacturing industry with sample size of 137, Kerse and Seçkin (2017) stated that CSR implementations ensure a positive image and prestige in public, trust among employees and customers, and support the development of stakeholder commitment, contribute to the improvement of communications with public and private organizations, hence contribute to the societal peace and justice (Kerse & Seçkin, 2017; Erkman & Şahinoğlu, 2012). With regard to this, employees tend to reciprocate with citizenship behaviors as they have faith in the organization's goodwill and as employees perceive that the organization is displaying necessary sensitivity to critical matters, they behave in favor of the employer organization by engaging in OCBs (Kerse & Seçkin, 2017). Moreover, Battal and Karabey (2020) mentioned that CSR efforts of upper management motivate employees into loyalty, therefore increase commitment and the overall perceptions (Hansen & Dunford, 2016). A member of the management that strives to prevent troubles with colleagues or that actively eager to participate to organizational activities may induce employees to develop a sense of moral responsibility, and thus, willingness and participation of organizational events and matters would be evolved (Battal & Karabey, 2020).

Firms with satisfactory CSR performance are debated as “profit-maximizing” business because the term is depicted as the potential attraction of stakeholders (employees, customers, investors, suppliers etc.) stemming from the sound social responsibility implementations adopted by the upper management (Lin et al., 2010; Bagnoli and Watts, 2003). Consequently, CSR practices form a favorable reputation among both internal and external stakeholders.

In addition to that, Lin et al. (2010) stated that “perceived corporate citizenship is always good for boosting their OCBs” (p. 358) marking that there is a relationship between CSR practices and OCBs. Citizenship behavior of individuals in the workplace is a significant constituent for the sustainability of organizational success. As this concept expanded to overall perception of CSR including business ethics, stakeholder management, shared value throughout the organization's hierarchy, sustainability, and such (Carroll, 2015), a firm's struggle to philanthropy towards the society and environment at large is expected to affect the behaviors in the workplace. Consequently, employees choose to behave as organizational

citizens based on a combined result from their evaluation of good or bad regarding the overall actions of the organization. Thus, in this study, the perceptions of corporate social responsibility of an organization are expected to have a significant level of influence on organizational citizenship behavior among its employees and this correlation is expected to add to the predictability of organizational citizenship behavior with a positive association.

Based on these findings, Hypothesis 1 was proposed as below:

H1: The overall perceived CSR has a positive relationship with organizational citizenship behavior.

3.2. Relationship between Perceived CSR and Perceived Trustworthiness

In this thesis, the definition of Mayer et al. (1995) will be taken as basis which specifies trustworthiness as the employees' willingness to be vulnerable to the actions and behaviors of their organization whose actions and behaviors they cannot control (Lin, 2010) because employees expect their employer to "make decisions and perform in consideration of their interest and welfare" (Lee et al., 2012, p. 747). Additionally, since Archie B. Carroll's (1979; 1983; 1991) definition and depiction of CSR are more comprehensive and has a long history, his conceptualization will be the starting point in this study. Thus, these definitions of trustworthiness and CSR are coupled.

Former studies indicate that employees are more likely to engage in their work in a more responsible and altruistic manner when a high level of trustworthy perceptions is fostered in the workplace. According to four parts of CSR which are economic, ethical, legal, and philanthropic duties of a corporation, there are four kinds of corporate citizenship that are expected by key stakeholders.

In order to form trustworthy perceptions, the organization must act in accordance with its employees' welfare. For employees, being offered a work and life quality, which in short, being provided with prosperous wages or promotions refers to economic responsibility in the workplace (Lin, 2010). There are two aspects to which economic responsibility draws attention. Initially, an organization

demonstrating responsibility for the economical good of their employees will be perceived as a responsible employer which in return, encourages its employees to be more connected to their work, therefore more committed. Secondly, trust will be promoted and raised in the workplace as the organization offers economic satisfaction to its employees by means of financial welfare (Lin, 2010).

Trustworthiness can be positively influenced due to the fulfillment of legal citizenship duties of an organization (Becker, 1998) since a business is expected to carry out its legal duties by societal stakeholders (Carroll, 1979). Demonstration of an illegal behavior or incompliance with the law by the organization is anticipated to lower the levels of perceived trustworthiness by raising discomfort in the feelings of employees towards the organization such as insecurity in the workplace, or suspicions towards the righteousness of the organization (Lin, 2010). Since employees associate themselves with the employer as an entity, any violation of the legal responsibilities leads employees to feel bad about themselves and to perceive their work environment as corrupted (Lee et al., 2012).

Additionally, ethical responsibilities of a business entity are a representation of behaviors and actions that are not legislated by the law, rather they are the embodiment of both the social norms and society's expectations, and the moralistic demands of the members and employees of a firm (Carroll, 1979). Accordingly, a business' code of conduct has the capability to deliver a message of encouragement of morality and ethics in the workplace and in their external policies (Roeck & Delobbe, 2012). Perceptions of employees regarding the behaviors of their firm are seen to be favorably induced by the ethical performance of the firm since employees evaluate the relevance of organization's actions. The extent to which the employer organization is trustworthy depends on employees' firsthand experiences and perceptions of their organization (Gaudencio et al., 2017; Roeck & Delobbe, 2012). Consequently, ethical aspect of the social responsibilities of the employer party is considered as a crucial component for fostering trust, and thus motivating employees to engage with their work more responsibly (Lin, 2010). Moreover, it is more likely for employees to reciprocate with a strong trust toward the organization as long as they experience their work environment as being conformed to ethical citizenship and that the organization spreads the message of being honest with them (De los Salmones et al., 2005).

According to Carroll (1979), discretionary responsibilities represent voluntary actions for the greater good which society does not provide a specific content. These responsibilities are up to the individual judgment and decisions of the organization. Lin (2010) proposes that discretionary actions help to boost a firm's credibility and reliability that leads to strengthen the psychological confidence between the organization and the employees. As philanthropic actions are demonstrated by an organization, it is likely to influence the trustworthiness evaluation of employees that is intrinsically felt towards the upper management and the organization. In parallel to this, Hansen et al. (2011) examined the proposition which asserts that organizational social and environmental responsibility have influence not only on forming but also on sustaining trustworthy perceptions for the employer organization. Consequently, social responsibility initiatives shape employee opinions and hence, also implicitly shape their attitudes and behaviors (Hansen et al., 2011; Rupp et al., 2006). The study of Hansen et al. (2011) supported the idea that higher the level of employees' perception of their employer entity as socially responsible, higher the level of trustworthiness they will feel towards the organization (Mayer et al., 1995).

According to Doğan and Karataş (2013), the exponential development in technology and communication made businesses more complicated, dynamic, and competitive. An organization needs to consider its stakeholders, in this case, its employees and their expectations of the upper management. Employees expect their employer organization to approach ethical matters consciously besides just being profitable (Doğan & Karataş, 2013). An ethical standpoint stipulates honesty and openness in social interactions, respect to natural environment and humans, just and fair behaviors, and standing against injustice (Aydın, 2019). An organization adopting ethical principles and procedures, aims to profit without any harm towards society or others, and consequently, such considerate actions and implementations support and contribute to the assurance of a desirable trusting prestige (Doğan & Karataş, 2013). Doğan and Karataş (2013) emphasized the importance of ethics to achieve trustworthy perceptions in the workplace by mentioning that, by satisfying its responsibilities and meeting the demands of its stakeholders, an organization contributes to its own value and increases how much trustworthy it is.

A research study in UK reveals that half of the employees are highly concerned with the social and environmental responsibilities of their employer organization (Dawkins, 2004). Research evidence shows that firm values and responsibility policies are highly effective on forming employees' personal interests and expectations on the organization which indicates that the trusting bond between employees and the organization is likely to increase with the exercise of their internal responsibility manners by the organization.

Thus, regardless of any other factor, dependently to the four layers of CSR, a high level of overall perceived CSR is expected to have a significant level of influence on the dimensions of perceived trustworthiness, therefore the trust from employees towards the employer organization and this correlation is expected to add to the predictability of perceived trustworthiness with a positive association.

Based on these findings, Hypothesis 2 was proposed as below:

H2a: The overall perceived CSR has a positive relationship with ability dimension of trustworthiness.

H2b: The overall perceived CSR has a positive relationship with benevolence dimension of trustworthiness.

H2c: The overall perceived CSR has a positive relationship with integrity dimension of trustworthiness.

H2d: The overall perceived CSR has a positive relationship with trustworthiness.

3.3. Relationship between Perceived Trustworthiness and Organizational Citizenship Behavior

The relationship between trustworthiness and citizenship behaviors is not a fresh concept, it had been investigated before by OB theorists and researchers. According to Singh and Srivastava (2016), individuals who established trusting relationships are prone to demonstrate extra-role behaviors in reciprocation and Organ's (1988) proposition adapted this notion within the scope of the workplace referring to employee responses in means of OCBs as an outcome of trust. Parallely, for the effective and efficient functioning of an organization, trustworthy

perceptions of the upper management, which is supported by the internal policies, is needed to be established in order to obtain OCBs from employees (Singh & Srivasta, 2016; Organ, 1988). Thus, trust was asserted to constitute a workplace culture for competitive advantage in the long-term which contributes to the improvement of organizational performance by inducing OCBs (Lamsa & Pucetaite, 2006).

Additionally, the nature of trust was investigated from a social exchange aspect (Gaudencio et al., 2017). Social exchange theory asserts that social interactions are based upon rationalized self-interest of individuals (e.g., Kim et al., 2017; Gaudencio et al., 2017). In mutual relationships, individuals tend to form a sense of sentimental bond only when the exchange between parties is considered to be beneficial. In cases of the costs exceed the potential benefits of the reciprocal interaction, individuals tend to leave the social interaction, not to remain in a detrimental relationship (Wong et al., 2003). How each party makes its own evaluation of the current relationship depends on how each party perceives other's actions. The sense of reciprocity provides the assertion that one positive exchange or good act of a party, at a point in time, is likely to be reciprocated by the receiver of that exchange (e.g., Gaudencio et al., 2017; Xerri, 2012; Kim et al., 2017) which indicates that a random goodwill act of the employer entity may encourage employees to engage in and sustain positive attitudes. Therefore, these findings signal that the nature of mutual relationships and social exchange theory necessitate the presence of trust in order to encourage citizenship behaviors.

In a study conducted in Middle East Technical University with sample size of 128, it is mentioned that fairness and trustworthy culture is highly influential on citizenship behaviors, and it eliminates the expectations of organizational rewards such as positive reinforcements (Arıkan, 2011). In Kerse and Seçkin's (2017) study, they mentioned that the prestigious and trustworthy image formed within the boundaries of the workplace encourage employees to act in a selfless way and improve the relationships in the workplace. Additionally, in a study conducted in public health sector with sample size of 325, it is mentioned that an organization inherently brings risk, uncertainty, and codependence (Ayden & Özkan, 2016). Depending on the individual employees' perceptions in the judgmental and decision-making capability of the counter party, employees casually take risks

while getting involved with their colleagues, management, or the organization at large, hence how they perceive the upper management to be trustworthy (Ayden & Özkan, 2016). Furthermore, Ayden and Özkan (2016) mentioned that job satisfaction would increase with the emergence of trustworthy environment in the workplace. Consequently, OCBs tend to be encouraged by the increased trustworthiness (Demircan & Ceylan, 2003) and citizenship behaviors such as helping behavior, courtesy, being open and honest, and not complaining about small inconveniences (Ayden & Özkan, 2016).

Moreover, higher levels of trustworthiness of the upper management induce employees to have increased positive job-related behaviors and outcomes such as job performance besides it was found to be in a positive association with the dimensions of OCB (Dirks & Ferrin, 2002). Another study on this matter indicated that trustworthiness differs in how influential and positively related it is to different dimensions of OCB (Podsakoff et al., 1990). According to Singh and Srivastava's (2016) findings, the association between trustworthiness and OCB led to diverse consequences with regard to the different dimensions in an individualistic and organizational manner. In order to clarify, as inferred from the definitions, altruism and courtesy dimensions are considered as behaviors that are directed towards individuals in the workplace whereas civic virtue, conscientiousness, and sportsmanship are referred to as behaviors that are directed towards the organizational context.

Additionally, such assertions in this construct were supported by the findings of Podsakoff et al. (1990) indicating that employees' reinforced perceptions of trustworthiness toward the upper management supplements OCB outcomes in the organization. Thus, in this thesis, perceived trustworthiness of the upper management is expected to have a significant level of influence on organizational citizenship behavior and this correlation is expected to add to the predictability of organizational citizenship behavior with a positive association.

Based on these findings, Hypothesis 3 was proposed as below:

H3a: Ability dimension of trustworthiness has a positive relationship with organizational citizenship behavior.

- H3b: Benevolence dimension of trustworthiness has a positive relationship with organizational citizenship behavior.
- H3c: Integrity dimension of trustworthiness has a positive relationship with organizational citizenship behavior.
- H3d: Trustworthiness has a positive relationship with organizational citizenship behavior.

3.4. The Mediating Role of Perceived Trustworthiness

In this thesis, the relationship between organizational citizenship and CSR activities was assumed to be mediated by trustworthiness accordingly with previous findings which are CSR's role in predicting both trustworthiness and OCB. This mediation was investigated before by OB theorists and researchers.

According to Rupp et al. (2006), CSR exercises are a way of communicating with employees that “sends important signals” (p. 33) about the work environment characteristics of the company such as ethics and values. CSR strategies might be exercised to shape and influence employee attitudes and behaviors through forming trusting relationships by carrying a message of the extent that suggests the trustworthiness of the organization (Hansen et al., 2011; Rupp et al., 2006).

In addition to that, as the aforementioned theory of social exchange, that is based upon the reciprocity notion, asserts that individuals tend to evaluate the potential outcome of their relationships, and accordingly, individuals are in tendency to rationalize their self-interests in social interactions (e.g., Kim et al., 2017; Gaudencio et al., 2017). Detrimental relationships, in which the cost of sustaining the relationship outweighs its beneficial outcomes, are unlikable and unsustainable, therefore individuals are likely to refrain from getting involved in such relationships (Gaudencio et al., 2017; Wong et al., 2003). The reciprocal nature of relationships puts trustworthiness at the center for the sustainability of relationships. Trustworthiness in a beneficial relationship is crucial since the provider should trust the receiver that the receiver will return the favor at some point in the future (e.g., Gaudencio et al., 2017; Kim et al., 2017). In line with the giver's trust, the response of the receiver may be in different forms such as quantitative, qualitative, attitudinal, or behavioral forms. Trust was remarked to be

lubricating the social mechanism of individuals which means that it reduces the transaction costs (e.g., Ünüvar, 2006; Gambetta, 1988; Bateman & Organ, 1983; Smith, Organ, & Near, 1983), therefore attitudinal and behavioral reflections of trustworthiness onto employees are considered as an important aspect of relationships (e.g., Gaudencio et al., 2017; Kim et al., 2017; Singh & Srivasta, 2016; Pivato et al., 2008; Mayer et al., 1995; Organ, 1988). One of the most acknowledged form of behavioral outcome of trustworthy perceptions is citizenship behaviors such as helpfulness, readiness, sensibleness, and openness (Ayden & Özkan, 2016).

Furthermore, trustworthiness was considered as one of the first results of a highly perceived CSR performance that shape job-related behavioral consequences leading to more beneficial outcomes at an organizational level (Pivato et al., 2008). Employee's perceptions of trustworthiness of the upper management were found to be increasing the level of compliance to organizational rules and laws which supports the overall performance and civically virtuous behaviors in the workplace (Gaudencio et al., 2017; Bello, 2012). The influence of CSR practices on forming and sustaining a trustworthy perception, and on employee attitudes and behaviors are widely acknowledged (e.g., Gaudencio et al., 2017; Wong et al., 2017; Hansen et al., 2011; Roeck & Delobbe, 2012; Lin, 2010; Pivato et al., 2008). Therefore, the role of trustworthiness and trust to reduce risk and operation costs, and to enhance employee commitment and productivity (Gaudencio et al., 2017) is a crucial component for supporting the exhibition of OCBs in the workplace.

In line with these views, trustworthiness on organizational level was found to be a prominent mediating factor of attitudes and beneficial employee level behaviors as supported with CSR activities (Colquitt et al., 2007; Dirks & Ferrin, 2002).

Based on these findings, Hypothesis 4 was proposed as below:

H4a: Ability dimension of trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.

H4b: Benevolence dimension of trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.

H4c: Integrity dimension of trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.

H4d: Trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.

3.5. Theoretical Model

Hypothesized Research model portraying the aforementioned hypothetical relationships are depicted in Figure 1. The integrative model that has the ability to test the direct effects of the independent variable (perceived CSR) and the mediator (perceived trustworthiness) on the dependent variable (organizational citizenship behavior), and the indirect effects of the independent variable on the dependent variable via the mediator is designed. This part of the study is followed by the methodology section in which the investigation methods and the measurement instruments which will reveal the associations between perceived CSR, perceived trustworthiness and organizational citizenship behavior are elaborated.

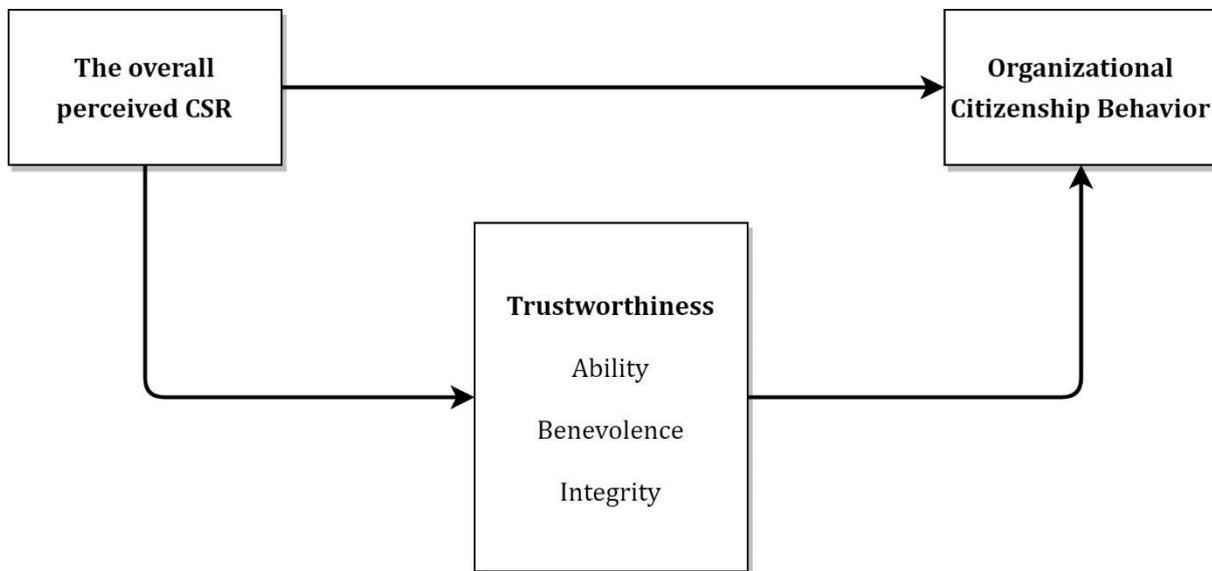


Figure 1. Hypothesized Research Model

CHAPTER 4

4 METHODOLOGY

This chapter provides information about the procedures and methods used in this study in order to examine the relationship among CSR and trustworthiness perceptions of employees, and organizational citizenship behavior. This section encompasses the sample, data collection procedure, and measurement instruments prior to the analysis section.

4.1. Sample

As a beginning to the data collection, heavy duty manufacturing companies that have more than 1000 employees and that have CSR policies are targeted for the purpose of this study. A big portion of manufacturing companies established their headquarters in İstanbul but e-mailing HR departments of these companies did not reveal expected results and there were no responses due to confidentiality concerns. Hence, only the companies where a contact person can be found are shortlisted. These companies constituted the population of this study considering their large number of white-collar workers and institutionalized corporate structure. Employees of six companies in the heavy duty manufacturing industry were contacted for data collection.

There was no response rate to be specified because the number of people this questionnaire was delivered could not be monitored since the nature of the online survey method. In total, 167 participant responses are acquired, but 26 among them were holding an upper level position in their organization and only one response indicated that the occupational level of the participant was neither a low to middle level position nor a high level position. Therefore, after 27 ineligible

participants were excluded from the sample and the remaining 140 participants were used for the analysis.

4.2. Sample Size

In order to determine whether sample size is reasonable, G*Power, an interactive, menu-driven analysis program is utilized. G*Power performs high-precision statistical power analyses for the most common statistical tests in behavioral research based on the work of Cohen (1962) on the power of statistical tests in behavioral research (Erdfelder et al., 1996).

“GPOWER computes power values for given sample sizes, effect sizes and α levels (post hoc power analyses); sample sizes for given effect sizes, α levels, and power values (a priori power analyses); and α and β values for given sample sizes, effect sizes, and β/α ratios (compromise power analyses)” (Erdfelder et al., 1996, p. 1). Given this, a priori power analysis was selected to be performed with linear multiple regression model. According to Paterson et al. (2015), the average effect size in micro-oriented management studies is .278, whereas Aguinis et al. (2011) stated that in social psychology literature, the overall effect size is .261. Additionally, Cohen (1988) asserted that the effect size in social sciences is commonly "small" (0.2). Therefore, the effect size is selected as "small" (0.2). For α level, conventional .05 value is recommended whereas power level has commonly been stated to be 80% (e.g., Paterson et al., 2015; Aguinis et al., 2011; Erdfelder et al., 1996), however statistical power was taken as 95% for higher levels of probability. Then, two-tailed test was conducted with 2 number of predictors. The reasonable total sample size output of G*Power analysis was 67.

4.3. Procedure

In this study, data was collected through online Turkish questionnaires due to the pandemic of Covid-19, and regarding the health and hygiene issues, conducting this study with a paper-based survey method was not possible. The questionnaire started with a brief informative summary for the participants comprising the identity of the researcher, contact information of the researcher,

aim of the study, target group, assurance of confidentiality and voluntary participation, and the measurement instruments of trustworthiness, organizational citizenship behavior, CSR perceptions, and demographic variables.

In the informative summary, the participants were informed about that the data will only be used for scientific purposes and that the data will be kept confidential in order to encourage participation and reduce hesitations. Any skeptical thought of confidentiality could have distorted the accuracy of data, therefore personal information that might reveal employees' identity such as name and job titles were not asked in the questionnaire. Moreover, employees with management roles were kindly asked not to take part in this study since the aim of this study is to predict the relationship among CSR and trustworthiness perceptions of white-collar employees, and organizational citizenship behavior. In order to differentiate the occupation level, a discriminatory question was put into the questionnaire which distinguishes high level management positions from low to middle level positions by offering a variety of generic job titles.

Since this study was conducted under pandemic conditions of Coronavirus, the web-page link was shared with contact persons in companies, who were requested to deliver online questionnaire to the relevant employees in the firm, in order to reach more participants and increase the response rate.

4.4. Demographic Variables

The participants are asked to respond to questions related to their age, gender, educational background, occupational level, organizational tenure, total tenure, and the sector. Additionally, firm size, and organizational approach to socially responsible activities as well as individual stance on social responsibility were enquired in the demographics section of the questionnaire. For the purpose of this study, the potential control variables were age, educational background, occupational status, organizational tenure, total tenure, and company activities related to social responsibility. Demographic characteristics such as firm size and organizational social responsibility notion were asked so as to evaluate the extent of adoption of CSR practices and the degree of institutionalization among the

selected firms in the sample population. Other questions were to collect more information about the sample for a better data classification.

4.5. Measurement Instruments

4.5.1. Perceived CSR Scale

CSR perceptions of employees are operationalized using the scale of Duygu Türker (2008). The original English version of the 17-item instrument questionnaire shown in Appendix G has four subscales divided into categories of CSR to social and non-social stakeholders, CSR to employees, CSR to customers, and CSR to government. The subscales are organized in order to measure the perceptions of employees with items corresponding to CSR practices that targets stakeholders such as employees, customers, community, government, natural environment, next generations, and nongovernmental organizations (NGOs). The scale was used in order to measure an average level of CSR perceptions and gain insights on whether the firm takes CSR into account when doing business. Respondents are asked to rate the items on a five-point Likert scale regarding the relevancy level of the item. This five-point Likert scale is designed as 1= “Strongly Disagree” and 5= “Strongly Agree”. “Our company implements special programs to minimize its negative impact on the natural environment” item is an example for CSR practices targeting natural environment. The Turkish version of the questionnaire belonging to Duygu Türker is available in Appendix H. Higher mean score of CSR perceptions indicate that the firm strives to practice responsible actions considering its stakeholders and their values. The items representing the categorization of CSR practices are shown below:

- **CSR to social and non-social stakeholders** was measured by 6 items: #1, #2, #3, #4, #5 and #6. A sample item for CSR to social stakeholders was “Our company contributes to the campaigns and projects that promote the well-being of the society.” A sample item for CSR to non-social stakeholders was “Our company participates to the activities which aim to protect and improve the quality of the natural environment.”

- **CSR to employees** was measured by 6 items: #7, #8, #9, #10, #11 and #12. A sample item for CSR to employees was “Our company implements flexible policies to provide a good work and life balance for its employees.”
- **CSR to customers** was measured by 3 items: #13, #14 and #15. A sample item for CSR to customers was “Our company provides full and accurate information about its products to its customers.”
- **CSR to government** was measured by 2 items: #16 and # 17. A sample item for CSR to government was “Our company complies with the legal regulations completely and promptly.”

This instrument does not conform to Carroll’s (1999) revision of CSR pyramid delineating the responsibilities of an organization with a hierarchic manner. From bottom to top, these social responsibilities are classified as economic, legal, ethical, and philanthropic. Even though this conceptualization is widely acknowledged, there is a lack of accepted measurement instruments within the boundaries of Carroll’s approach. Even his own approach that couples the stakeholder theory to CSR does not reflect specifically to whom a responsibility is owed. Carroll (1991) further stated that some responsibilities serve more than just one stakeholder group’s interests, and each responsibility is an evaluation of the aggregate. Therefore, in this study, the overall score of perceived CSR will be taken into account which means that perceived CSR will be treated as if it is a unilateral construct providing a mean score.

4.5.2. Trustworthiness Scale

Perceived trustworthiness was operationalized using Mayer and Davis’ (1999) trustworthiness scale. The 17-item instrument measures three distinct dimensions which are ability, benevolence, and integrity as the antecedents of trust. The original English version of the questionnaire can be seen in Appendix E. Related to the respondents’ level of perceived trustworthiness of their organization, they are asked to rate the items on a five-point Likert scale which is designed as 1= “Strongly Disagree” and 5= “Strongly Agree”. The instrument is developed to measure the extent to which employees consider the upper

management as trustworthy. "I feel very confident about top management's skills" item represents as an example for the perceived ability level of upper management. There is one reverse coded item, which is #11, in the instrument to measure integrity dimension of perceived trustworthiness, which is "Top management's actions and behaviors are not very consistent". A mean score for the three dimensions of ability, benevolence, and integrity are calculated and higher levels of average trustworthiness score represents higher levels of perceptions towards the upper management.

The original instrument for trustworthiness, developed by Mayer and Davis (1999), was translated to Turkish as shown in Appendix F. The back translation method was used to ensure that there are no conceptual differences between the original English version and the Turkish version. Thus, three people of whom major study areas were English philology, electrical and electronics engineering, and American culture and literature have been asked to translate the original English version of the questionnaire to Turkish without being informed about the hypotheses of this study. Then, another person has been asked to translate the Turkish version into English of whom major study was English philology. Next, both the English versions of the questionnaire (the original English version and the English version that was translated from the Turkish version of questionnaire) were compared with each other and the necessary editing was made on the Turkish version.

The items representing three subdimensions and trustworthiness are shown below:

- **Ability** was measured by 6 items: #1, #4, #7, #9, #12 and #15. A sample item for ability was "I feel very confident about top management's skills."
- **Benevolence** was measured by 5 items: #2, #5, #10, #14 and #17. A sample item for benevolence was "Top management really looks out for what is important to me."
- **Integrity** was measured by 6 items: #3, #6, #8, #11, #13 and #16. A sample item for integrity was "Top management has a strong sense of justice."

4.5.3. Organizational Citizenship Behavior Scale

In this study, OCB was measured as a latent variable consisting of five indicators operationalized using the 24-item instrument developed by Podsakoff et al. (1990) that can be seen in Appendix C. This instrument is developed in accordance with the five-dimensional taxonomy introduced by Organ (1988). The five dimensions constituting OCB are altruism, civic virtue, courtesy, conscientiousness, and sportsmanship. Respondents are asked to rate the items on a five-point Likert scale. This five-point Likert scale is designed as 1= “Strongly Disagree” and 5= “Strongly Agree”. “I willingly help others who have work related problems” is an example of a discretionary behavior item used in this study. In total, five reverse coded items are used in this instrument under sportsmanship subscale. “I consume a lot of time complaining about trivial matters” is an example for one of the five reverse coded items. Mean values for the five dimensions of altruism, civic virtue, courtesy, conscientiousness, and sportsmanship are calculated and higher levels of average OCB score demonstrated higher OCB. For the reliability of the translation, the back translation method was conducted in Ünüvar’s study (2006) in order to ensure that the original instrument does not differ from the translated one. The Turkish version of the questionnaire is shown in Appendix D. The items representing the five dimensions are shown below:

- **Altruism** was measured by 5 items: #1, #10, #13, #15 and #23. A sample item for altruism was “I willingly help who have work related problems.”
- **Civic Virtue** was measured by 4 items: #6, #9, #11 and #12. A sample item for civic virtue was “I attend meetings that are not mandatory, but are considered important.”
- **Courtesy** was measured by 5 items: #5, #8, #14, #17 and #20. A sample item for courtesy was “I do not abuse the rights of others.”
- **Conscientiousness** was measured by 5 items: #3, #18, #21, #22 and #24. A sample item for conscientiousness was “I obey company rules and regulations even when no one is watching.”

- **Sportsmanship** was measured by 5 items: #2, #4, #7, #16 and #19. A sample item for sportsmanship was “I consume a lot of time complaining about trivial matters.”

4.6. Mediation Methods

Baron and Kenny (1986) stated that in order to test the mediation effect, a series of regression analysis is necessary among the independent variable (perceived CSR), the mediator (perceived trustworthiness), and the dependent variable (organizational citizenship behavior). First, the variations in independent variable must be significantly influential on the variations in dependent variable. Second, the variations in independent variable must be significantly influential on the variations in mediator. Last, the variations in mediator must be significantly influential to the variations in dependent variable. Subsequently, the independent variable and the mediator must be regressed together on the dependent variable. The effect of independent variable on the dependent variable must be less than the effect when regressed individually. If the independent variable loses its significance when the mediator is controlled, then there is perfect or full mediation (Baron & Kenny, 1986). In Figure 2, the path coefficients are represented the effects of the variables on each other. In this simple mediation model, c is the direct effect of independent variable on dependent variable where c' is represented by the effect of independent variable on dependent variable in the presence of mediator which is the indirect effect. Accordingly, in cases of c' being zero or insignificant, the perfect mediation exists and c' being non-zero or less significant, the partial mediation exists. In presence of mediation, the equation imposes as: $c = a * b + c'$ where the mediated effect is represented by the value of $c - c'$ or $a * b$ (MacKinnon et al., 2000; Baron & Kenny, 1986).

According to Andrew F. Hayes' mediation model (2009) called “Intervening variable model”, where independent variable is expected to exert an effect on an outcome variable through one or more mediators. The model in this thesis is simple mediation model with only one mediator. In his model, the size of the indirect effect in the population sampled by using the bootstrapping estimates to generate a confidence interval. The significance of the indirect effect represents

the mediation effect, and in order to claim that the mediation effect, the value of 0 should not be between the lower and upper limit of the confidentiality interval of the indirect effect.

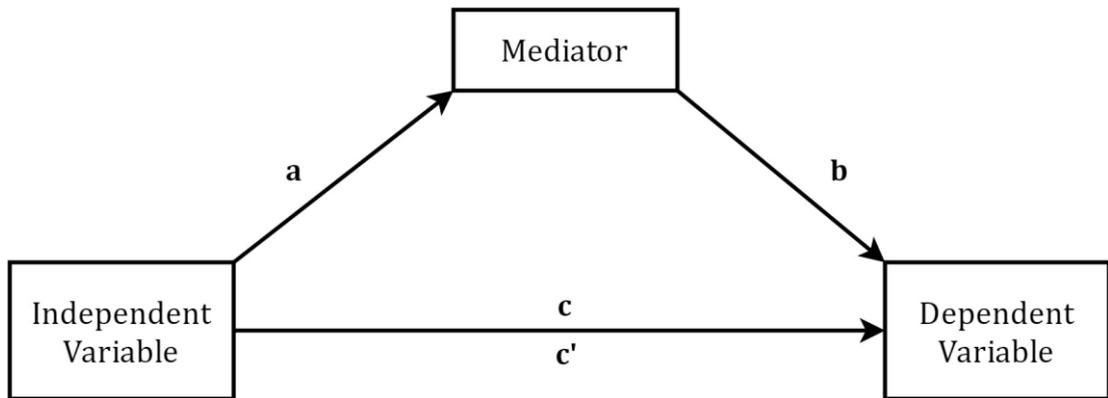


Figure 2. The simple mediation model

CHAPTER 5

5 RESULTS

In this section, the findings of data screening and outlier analysis are given. Following that, descriptive statistics of potential control variables and study variables are provided with demographic characteristics of participants. Then, to explore Cronbach's Alpha values of the measurement instruments, reliability analysis was performed. Later on, intercorrelation matrix of all variables is presented which is followed by factor analysis revealing the dimensionality of the measurement instruments. Finally, the control variables are investigated. Subsequently, the findings of regression analyses of the hypotheses testing, and a brief summary of the results are provided in detail.

5.1. Data Screening and Outlier Analysis

The data underwent screening for detection of potential outliers. Z-test and Mahalanobis distance were applied in order to discover univariate and multivariate outliers. Mahalanobis distance method showed that there were no multivariate outliers, however, z-test proved there were 2 cases found out to be univariate outliers with standardized z scores exceeding the value of 3.29 ($p < .001$) (Tabachnick & Fidell, 2001). Z scores were 3.32 and 3.34. One was indicating 0.9% deviation from the value of 3.29 and the other was 1.52%. The influence on the whole data was considered and for the sake of the entirety and the collectivity of the data, these cases were not excluded.

5.2. Descriptive Statistics and Demographic Characteristics

Table 1. Descriptive Statistics of the Variables

Variables	N	Mean	Std. Deviation	Minimum	Maximum
Perceived CSR	140	3.89	0.78	1.76	5.00
Ability	140	3.23	0.97	1.00	5.00
Benevolence	140	3.15	0.99	1.00	5.00
Integrity	140	3.09	1.03	1.00	5.00
Trustworthiness	140	3.15	0.95	1.07	5.00
OCB	140	4.13	0.42	2.73	4.96

Table 2. Demographic Characteristics of Sample

Characteristics	Category	Frequency	Percentage
Age	18-24	10	7.1
	25-34	97	69.3
	35-44	29	20.7
	45-54	2	1.4
	Over 55	2	1.4
Gender	Male	78	55.7
	Female	62	44.3
Education	Highschool degree	2	1.4
	Associate degree	2	1.4
	Bachelor's degree	74	52.9
	Master's degree	58	41.4
	Doctorate	4	2.9
Organizational Size	1-49	10	7.1
	50-249	5	3.6
	250-999	14	10.0
	1000+	111	79.3
Occupational Level	Low-Middle	140	100
Organizational Tenure	Less than 1 years	23	16.4
	1-5	67	47.9
	5-10	39	27.9
	More than 10 years	11	7.9
Total Tenure	Less than 1 years	4	2.9
	1-5	54	38.6
	5-10	51	36.4
	More than 10 years	31	22.1
Company CSR Policies	Existent	117	83.6
	Absent	23	16.4

The descriptive statistics of the sample is shown in Table 1. Accordingly, the level of CSR efforts of organizations was relatively high whereas the levels of perceived trustworthiness and organizational citizenship behavior were varying

from moderate to high considering the mean values. Mean values were all above the mid-point of the five-point Likert scale and standard deviations were found to be among 0.42 and 1.03. The demographic characteristics associated with age, gender, education, organizational size, organizational tenure, total tenure, and company CSR policies of the 140 participants can be seen in detail in Table 2. The demographic characteristics were measured with a variety of age range groups as: 1="18-24", 2="25-34", 3="35-44", 4="45-54", 5="55+". Gender: 1="Male", 2="Female". Education: 1="Highschool", 2="Associate degree", 3="Bachelor's degree", 4="Master's degree", 5="Doctorate". Size: 1="1-49", 2="50-249", 3="250-999", 4="1000+". Organizational tenure and total tenure were both measured in years in the following order: 1= "0-1 year", 2="1-5 years", 3="5-10 years", 4="10+ years". Company CSR policies: 1="Absent", 2="Existent". The remaining study variables are all measured with five-point Likert-type scale as: 1="Strongly disagree" and 5="Strongly agree". The sample comprises 78 male (55.7%) and 62 female (44.3%) participants whose occupational levels are considered as low to middle level. Among 140 participants, there are 10 (7.1%) employees of whose age lies between the range of 18-24, 97(69.3%) employees within the age range of 25-34, 29 (20.7%) employees within the age range of 35-44, 2 (1.4%) employees within the age range of 45-54, and 2 (1.4%) employees of whose ages are above 55. Thus, a big proportion of the participants with 97.1% is found to be consisting of young employees. Educational levels of the participants are found to be ranging from Highschool degree to Doctorate. 138 participants among all are university graduates who have Associate degree, Bachelor's degree, Master's degree, and Doctorate degree which comprises a big majority with 98.6%. Most of these university graduates' degrees were clustered on Bachelor's and Master's degree and these data correspond to 94.3% comparing to the whole. As organizational size was examined, it was seen that 111 (79.3%) participants among all were working in a company that employs more than 1000 people. A small portion containing 14 (10.0%) participants were found to be employed by a company that has less than 1000 and more than 250 employees. Just 5 (3.6%) of them were observed to be working in a company which has less than 250 and more than 50 staff members. Only 10 (7.1%) participants were seen to be working in a company that has less than 50 workers. Additionally, organizational tenure and total tenure were

analyzed, and as expected, the normal distribution of both was found to be related. This correspondence was also found in the normal distribution curve of age and these tenure variables as expected. The existence of company CSR policies was questioned and 117 (83.6%) of all participants stated that their employer entity has been implementing and encouraging CSR practices whereas 23 (16.4%) participants stated that CSR practices were absent in their organization. In Table 3, the response frequencies of each item on the whole survey instrument are shown.

Table 3. Frequencies of Five-point Likert Scale

	N	1	2	3	4	5	Mean Value	Std. Dev.
OCB								
Altruism								
OCB1	140	1	2	16	68	53	4.21	0.76
OCB10	140	0	1	7	55	77	4.49	0.63
OCB13	140	2	6	17	59	56	4.15	0.90
OCB15	140	1	0	16	47	76	4.41	0.75
OCB23	140	0	3	10	54	73	4.41	0.72
Civic Virtue								
OCB6	140	0	1	19	58	62	4.29	0.72
OCB9	140	5	9	31	53	42	3.84	1.04
OCB11	140	8	14	33	45	40	3.68	1.16
OCB12	140	2	8	29	55	46	3.96	0.95
Courtesy								
OCB5	140	3	6	14	26	91	4.40	0.98
OCB8	140	1	4	18	57	60	4.22	0.83
OCB14	140	0	0	1	38	101	4.71	0.47
OCB17	140	1	8	25	75	31	3.91	0.83
OCB20	140	1	6	19	61	53	4.14	0.86
Conscientiousness								
OCB3	140	1	2	6	21	110	4.69	0.69
OCB18	140	0	2	8	31	99	4.62	0.66
OCB21	140	10	15	39	44	32	3.52	1.12
OCB22	140	1	3	13	58	65	4.31	0.79
OCB24	140	1	4	28	52	55	4.11	0.87
Sportsmanship								
OCB2	140	11	17	38	32	42	3.55	1.25
OCB4	140	3	4	23	58	52	4.09	0.92
OCB7	140	5	7	26	47	55	4.00	1.05
OCB16	140	3	10	29	51	47	3.92	1.01
OCB19	140	4	15	34	56	31	3.68	1.03

Table 3. Frequencies of Five-point Likert Scale (Cont'd)

	N	1	2	3	4	5	Mean Value	Std. Dev.
<u>Perceived CSR</u>								
Social and Non-social								
CSR1	140	9	5	22	51	53	3.96	1.12
CSR2	140	9	8	30	44	49	3.83	1.16
CSR3	140	8	5	25	45	57	3.99	1.12
CSR4	140	7	9	25	50	49	3.89	1.11
CSR5	140	7	22	29	33	49	3.68	1.24
CSR6	140	4	13	29	32	62	3.96	1.13
Employees								
CSR7	140	14	23	32	30	41	3.44	1.33
CSR8	140	9	25	35	34	37	3.46	1.24
CSR9	140	12	16	39	38	35	3.49	1.23
CSR10	140	12	18	43	42	25	3.36	1.17
CSR11	140	14	18	42	39	27	3.34	1.21
CSR12		5	15	21	45	54	3.91	1.13
Customers								
CSR13	140	4	14	38	33	51	3.81	1.12
CSR14	140	2	3	30	35	70	4.20	0.95
CSR15	140	3	0	13	38	86	4.46	0.83
Government								
CSR16	140	0	2	5	25	108	4.71	0.61
CSR17	140	0	2	4	20	114	4.76	0.58
<u>Perceived Trustworthiness</u>								
Ability								
OT1	140	9	13	60	38	20	3.34	1.04
OT4	140	7	15	50	51	17	3.40	1.00
OT7	140	10	21	46	36	27	3.35	1.16
OT9	140	12	37	44	27	20	3.04	1.17
OT12	140	18	30	46	35	11	2.94	1.14
OT15	140	12	20	43	43	22	3.31	1.16
Benevolence								
OT2	140	15	26	51	32	16	3.06	1.14
OT5	140	19	24	47	35	15	3.02	1.18
OT10	140	8	19	32	41	40	3.61	1.20
OT14	140	15	24	53	35	13	3.05	1.11
OT17	140	19	23	49	36	13	3.01	1.16
Integrity								
OT3	140	22	24	44	36	14	2.97	1.21
OT6	140	29	21	43	22	25	2.95	1.36
OT8	140	15	28	42	37	18	3.11	1.19
OT11	140	12	23	49	37	19	3.20	1.13
OT13	140	15	25	46	37	17	3.11	1.16
OT16	140	12	29	43	35	21	3.17	1.17

5.3. Reliability Analysis of Each Scale

Reliability analysis has been applied to the subscales representing the main constructs of Organizational Citizenship Behavior, Trustworthiness, and Corporate Social Responsibility. The results can be seen in Table 4. Then, the overall score of Cronbach's Alpha value for OCB scale was found to be .84 while these alpha values for its subscales were acquired to be ranging between .57 and .81. Likewise, the overall score of Cronbach's Alpha value for trustworthiness scale was found to be 0.96 where its subscales' Cronbach's Alpha values varied from .90 to .93. In the last conduct, reliability analysis for CSR revealed the overall score of Cronbach's Alpha value to be .94 and for its subscales, Cronbach's Alpha values were found to be between .81 and .94. According to the meta-analysis of Peterson (1994), the most widely acknowledged reliability coefficient is that of Nunnally's (1978). Nunnally (1978) suggested that acceptable Cronbach's Alpha values for preliminary, basic, and applied researches are above 0.7, 0.8, and 0.9, respectively. Since this is basic research with the aim of improving the theories of CSR, trustworthiness, and OCB for better understanding and prediction, the recommended Cronbach's Alpha value of 0.8 was accepted in this thesis.

It can be seen in Table 4 that 4 dimensions of OCB were not satisfying in means of reliability however, the overall score of the variable was satisfactory. In order to eliminate reliability concerns in the dimensions of OCB, further analyses including OCB were conducted as if OCB is a unidimensional construct. Additionally, CSR scale was also treated as unidimensional since stakeholder theory cannot be limited to the dimensions of CSR scale of Duygu Türker (2008), and this categorization of stakeholders might lead to mismatch in the specificity of the stakeholder groups, and moreover two dimensions of CSR scale was measured through few items than others. Reliability analysis proved that there was not any drawback for trustworthiness scale (Mayer & Davis, 1999) to be treated as its original assumptions impose, therefore it was taken as three-dimensional construct.

Table 4. Cronbach's Alpha Values of Survey Instruments

Scale	Number of Items	Cronbach's Alpha (α)
Organizational Citizenship Behavior	24	.84
Altruism	5	.81
Civic Virtue	4	.64
Courtesy	5	.65
Conscientiousness	5	.66
Sportsmanship	5	.57
Trustworthiness	17	.96
Ability	6	.93
Benevolence	5	.90
Integrity	6	.92
Corporate Social Responsibility	17	.94
Social and Non-social	6	.94
Employees	6	.91
Customers	3	.81
Government	2	.93

5.4. Intercorrelation Matrix

The Intercorrelation matrix in Table 5 illustrates the bivariate correlations between the variables of interest. As the correlations between demographics variables and research variables were examined, age was found to have no impact on any research variable and as expected, the intercorrelation matrix asserts that organizational tenure and total tenure were both positively related with age. Gender showed tendency to have a positive and significant relationship with ability ($r=0.20$, $p<.05$). Besides, education level was not found to have a positive and significant relationship with research variables except conscientiousness ($r=0.22$, $p<.01$). Moreover, organizational size displayed significant relation to the overall perceived CSR ($r=0.39$, $p<.01$), courtesy ($r=0.17$, $p<.05$), conscientiousness ($r=0.19$, $p<.05$), and the overall score of OCB ($r=0.18$, $p<.05$). Then, there was not found a significant relationship with tenure variables and any other research variable, however, organizational tenure was found to only be significantly associated with conscientiousness ($r=0.22$, $p<.01$). Finally, the existence of company corporate social responsibility policies was observed to be related to the majority of the research variables. Respectively, the overall perceived CSR score ($r=0.58$, $p<.01$),

the overall score of perceived trustworthiness ($r=0.20$, $p<.05$), benevolence ($r=0.22$, $p<.05$), integrity ($r=0.21$, $p<.05$), courtesy ($r=0.20$, $p<.05$), and the overall score of OCB ($r=0.17$, $p<.05$).

When the intercorrelations among research variables are analyzed, the overall perceived corporate social responsibility was found to be in a positive and highly significant ($p<.01$) relationship with each research variable. With the overall scores of perceived trustworthiness and organizational citizenship behavior, the correlation coefficients were $r=0.68$ and $r=0.42$, respectively. The most salient correlations between research variables were the correlations between the overall perceived CSR score and benevolence and integrity with a correlation coefficient of $r=0.66$, and the overall score of perceived trustworthiness presenting correlation coefficient of $r=0.68$, and the ability variable was found to have the correlation coefficient of $r=0.62$.

When the relationship of perceived trustworthiness with other research variables examined, positive and significant associations were found with altruism ($r=0.23$, $p<.01$), civic virtue ($r=0.33$, $p<.01$), conscientiousness ($r=0.28$, $p<.01$), sportsmanship ($r=0.21$, $p<.05$), and the overall score of OCB ($r=0.35$, $p<.01$). First latent variable of perceived trustworthiness, ability was found to be in a positive and significant relationship with the same research variables. Correlation and Pearson coefficients were found to be ($r=0.22$, $p<.01$), ($r=0.34$, $p<.01$), ($r=0.27$, $p<.01$), ($r=0.18$, $p<.05$), and ($r=0.33$, $p<.01$). The second latent variable, benevolence also showed positive and significant associations with the same research variables ($r=0.22$, $p<.01$), ($r=0.34$, $p<.01$), ($r=0.28$, $p<.01$), ($r=0.17$, $p<.05$) and ($r=0.34$, $p<.01$), respectively. The third latent variable, integrity showed positive and significant relationship with all dimensions of OCB. Correlation and Pearson coefficients were found to be ($r=0.21$, $p<.05$), ($r=0.28$, $p<.01$), ($r=0.18$, $p<.05$), ($r=0.25$, $p<.01$), ($r=0.25$, $p<.01$), and ($r=0.33$, $p<.01$), respectively. These latent variables demonstrate relationships among each other and the overall score of perceived trustworthiness itself, but these correlations were already expected.

Table 5. Intercorrelation Matrix

Variables	1	2	3	4	5	6	7	8	9
1 Age (AGE)									
2 Gender (GN)	.003								
3 Education (EDU)	-.058	-.057							
4 Size (SZ)	.028	-.085	.002						
5 Organizational Tenure (ORGT)	.614**	-.049	-.138	.117					
6 Total Tenure (TT)	.717**	-.057	.004	.000	.647**				
7 Company CSR (CCSR)	.082	.046	-.124	.497**	.169*	.068			
8 The Overall Perceived CSR (CSR)	.034	.043	-.027	.388**	.037	.015	.585**		
9 Ability (AB)	.005	.198*	-.061	-.032	-.138	-.001	.148	.624**	
10 Benevolence (BN)	.104	.159	.000	.048	-.004	.114	.217*	.661**	.839**
11 Integrity (IN)	.070	.047	.051	.044	-.044	.095	.213*	.662**	.840**
12 Perceived Trustworthiness (OT)	.063	.140	-.002	.022	-.064	.073	.203*	.681**	.935**
13 Altruism (AL)	-.059	-.026	.020	.073	.011	.020	.043	.264**	.221**
14 Civic Virtue (CV)	.062	.104	-.056	.107	-.008	.087	.106	.351**	.337**
15 Courtesy (CR)	.076	-.118	-.020	.174*	.052	.106	.198*	.284**	.115
16 Conscientiousness (CN)	.113	.073	-.225**	.192*	.222**	.104	.152	.328**	.274**
17 Sportsmanship (SP)	.121	-.106	.069	.095	.124	.156	.129	.254**	.183*
18 Organizational Citizenship Behavior (OCB)	.090	-.016	-.057	.178*	.110	.136	.175*	.422**	.328**

Note: *p<.05, **p<.01

Table 5 Intercorrelation Matrix (Cont'd)

Variables	10	11	12	13	14	15	16	17
1 Age (AGE)								
2 Gender (GN)								
3 Education (EDU)								
4 Size (SZ)								
5 Organizational Tenure (ORGT)								
6 Total Tenure (TT)								
7 Company CSR (CCSR)								
8 The Overall Perceived CSR (CSR)								
9 Ability (AB)								
10 Benevolence (BN)								
11 Integrity (IN)	.907**							
12 Perceived Trustworthiness (OT)	.961**	.962**						
13 Altruism (AL)	.224*	.211*	.229**					
14 Civic Virtue (CV)	.344**	.277**	.334**	.482**				
15 Courtesy (CR)	.148	.180*	.156	.512**	.437**			
16 Conscientiousness (CN)	.285**	.252**	.284**	.335**	.571**	.408**		
17 Sportsmanship (SP)	.167*	.247**	.210*	.126	.260**	.257**	.325**	
18 Organizational Citizenship Behavior (OCB)	.337**	.335**	.350**	.684**	.797**	.719**	.745**	.577**

Note: *p<.05, **p<.01

5.5. Factor Analysis

5.5.1. Factor Analysis of Perceived CSR Scale

This instrument is not aligned with Carroll's (1999) revision of CSR pyramid delineating the responsibilities of an organization in a hierarchic manner. From bottom to top, these social responsibilities are classified as economic, legal, ethical, and philanthropic. Even though this conceptualization is widely accepted, there is a lack of acknowledged measurement instruments within the boundaries of Carroll's approach. Due to this measurement instrument's inability to measure aforementioned responsibilities of an organization, in the analysis, the overall score of perceived CSR will be taken into account which means perceived CSR will be treated as if it is a unilateral construct providing a mean score. However, for the thoroughness of the study, the original assumptions of the author were taken into consideration.

In order to investigate the dimensionality of CSR and to summarize the whole instrument by a set of smaller latent variables, each item in the whole scale was subjected to Principle Components Analysis (PCA) with Promax. The preliminary analysis suggested a three-factor solution, however, CSR instrument used in this study promotes four subscales which are CSR practices towards social and nonsocial stakeholders, employees, customers, and government. Therefore, the original suggestions of Duygu Türker (2008) were enforced on the analysis. The analysis was conducted with Promax four-factor solution to determine the type of rotation to be used, in which the cumulative variance explained, and eigenvalues were found to be 78.45% and between 4.83 and 1.93, respectively. The choice of factor rotation depends on whether the factors are related or independent from one another (Field, 2000). According to Andy Field (2000), "if the oblique rotation demonstrates a negligible correlation between the extracted factors then it is reasonable to use the orthogonally rotated solution" (p. 439). Furthermore, many significant correlations were observed among factors which can be seen in Table 6. Subsequently, oblique rotation was suitable for this analysis. PCA with Promax rotated four-factor solution revealed factor loadings and the explained cumulative variance as shown in Table 7. Items in CSR scale were found to be almost properly

distributed among the dimensions. Considering some specific items, cross-loadings were noticed but KMO and Bartlett's test output for perceived CSR revealed that the data was significantly suitable for the factor analysis which is available in Table 8. However, in the subsequent analysis, CSR perceptions are taken as a whole construct, and no item was removed from the scale.

Table 6. Correlations among the Factors of Perceived CSR Scale

Component	1	2	3	4
1	1.000	.548	.247	.531
2	.548	1.000	.270	.595
3	.247	.270	1.000	.376
4	.531	.595	.376	1.000

Table 7. Promax Rotated Factor Loadings of Perceived CSR Scale Items

	1	2	3	4
<u>Social-Nonsocial Stakeholders</u>				
CSR1	1.010	-.002	.055	-.232
CSR2	.910	.032	.092	-.049
CSR3	1.002	-.028	.081	-.221
CSR4	.632	.029	.060	.281
CSR5	.650	-.133	-.179	.449
CSR6	.821	-.029	-.002	.203
<u>Employees</u>				
CSR7	.476	.438	-.099	.029
CSR8	.185	.757	-.099	.039
CSR9	-.023	.914	.032	-.015
CSR10	-.077	1.013	.143	-.257
CSR11	-.084	.812	-.147	.230
CSR12	-.010	.713	.061	.090
<u>Customers</u>				
CSR13	.182	.270	-.030	.550
CSR14	-.109	-.056	.130	.941
CSR15	-.170	.084	.441	.617
<u>Government</u>				
CSR16	.104	.007	.893	.045
CSR17	.071	-.019	.884	.118
Explained Variance (%)	51.44	11.89	10.29	4.83
Cumulative Variance Explained (%)				78.45

Table 8. KMO and Bartlett's Test for Perceived CSR Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	2070.496
	df	136
	Sig.	.000

5.5.2. Factor Analysis of Trustworthiness Scale

In order to investigate the dimensionality of trustworthiness and to summarize the whole instrument by a set of smaller latent variables, each item in the whole scale was subjected to PCA with Promax. The preliminary analysis suggested a one-factor solution in which the variance explained, and eigenvalues were found to be 67.24% and 11.43, respectively. Although the initial analysis suggested one-factor solution, as the authors (Mayer and Davis, 1999) suggested, trustworthiness instrument promotes three subdimensions which are ability, benevolence, and integrity. Since one component cannot be rotated orthogonally, oblique rotation of Promax was further conducted. In order to examine this dimensionality assumption, the original suggestions of Mayer and Davis (1999) were enforced, and PCA with Promax rotated three-factor solution was subjected on the items of trustworthiness scale. Additionally, many significant correlations were observed among factors which can be seen in Table 9, therefore oblique rotation was suitable for this analysis. Factor loadings and the explained variance are as shown in Table 10. The results indicated that the cumulative variance explained increased to 77.46%. The dimensional distribution of the items in trustworthiness scale was found to be uneven, benevolence and integrity dimensions were demonstrating correspondence as Colquitt et al. (2007) mentioned that these dimensions both measure a characteristic component. Factor analysis was further performed with two factors, however, the distribution of the factor loadings was not reasonable as expected as seen in Table 12. Analysis was not able to verify two factors as a distinct differentiation did not occur, and results were not consistent with the literature. Due to the conflicting propositions on the dimensionality of trustworthiness, and to ensure the consistency and the comparability with the literature, results of the reliability analysis were taken as basis and the study was conducted with three-dimensional construct of

trustworthiness. Moreover, considering some specific items, cross-loadings were noticed but KMO and Bartlett's test output for trustworthiness showed that the data was significantly suitable for the factor analysis which is available in Table 11.

Table 9. Correlations among the Factors of Trustworthiness Scale

Component	1	2	3
1	1.000	.720	.580
2	.720	1.000	.573
3	.580	.573	1.000

Table 10. Promax Rotated Factor Loadings of Trustworthiness Scale Items

	1	2	3
<u>Ability</u>			
OT1	.087	.018	.838
OT4	.721	-.218	.455
OT7	.884	-.182	.249
OT9	.845	.094	.022
OT12	.699	.244	-.061
OT15	.869	-.003	.092
<u>Benevolence</u>			
OT2	-.062	.543	.493
OT5	-.077	.786	.218
OT10	.595	.432	-.335
OT14	.495	.518	-.007
OT17	.289	.629	-.003
<u>Integrity</u>			
OT3	.003	.724	.269
OT6	-.140	.728	.272
OT8	.231	.573	.196
OT11	.029	.841	-.201
OT13	.416	.528	.038
OT16	.513	.427	.047
Explained Variance (%)	67.24	5.66	4.55
Cumulative Variance Explained (%)			77.46

Table 11. KMO and Bartlett's Test for Trustworthiness Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.955
Bartlett's Test of Sphericity	Approx. Chi-Square	2479.166
	df	136
	Sig.	.000

**Table 12. Promax Rotated Factor Loadings of Trustworthiness
Scale Items with Two Factor Solution**

	1	2
<u>Cognitive Based</u>		
OT1	.357	.392
OT4	-.094	.936
OT7	-.153	1.030
OT9	.045	.887
OT12	.179	.693
OT15	-.030	.945
<u>Affect Based</u>		
OT2	.775	.072
OT5	.918	-.060
OT10	.271	.471
OT14	.502	.478
OT17	.636	.256
OT3	.867	.046
OT6	.884	-.103
OT8	.663	.271
OT11	.795	-.104
OT13	.537	.411
OT16	.428	.524

5.5.3. Factor Analysis of Organizational Citizenship Behavior Scale

In order to investigate the dimensionality of organizational citizenship behavior and to summarize the whole instrument by a set of smaller latent variables, each item in the whole scale was subjected to PCA with Promax. The preliminary analysis suggested a six-factor solution in which the variance explained, and eigenvalues were found to be 59.85% and between 5.99 and 1.10, respectively. Although the initial analysis suggested six-factor solution, as the authors (Organ, 1990; Podsakoff et al., 1990) suggested, organizational citizenship behavior instrument promotes five subscales which are altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. In order to examine this dimensionality assumption, the original suggestions of Organ (1990), and Podsakoff et al. (1990) were enforced. The analysis was further conducted with Promax five-factor solution to determine the type of rotation to be used. Promax rotated five-factor solution showed that there were no significant correlations among factors which can be seen in Table 13, therefore orthogonal rotation of Varimax was suitable for this analysis. Subsequently, PCA with Varimax rotated five-factor solution was subjected on the items of organizational citizenship

behavior scale. Factor loadings and the explained variance are as shown in Table 14. The results indicated that the cumulative variance explained was found to be 55.27%. The dimensional distribution of items in OCB scale was found to be irregular and not in accordance with the original five-dimensional assumptions. Considering some specific items, cross-loadings were noticed but KMO and Bartlett's test output for OCB proved that the data was significantly suitable for the factor analysis which is available in Table 15. However, due to low alpha reliability values of subdimensions of OCB, the whole construct (rather than the dimensional structure) will be studied in this thesis, and no item was removed from the scale.

Table 13. Correlations among the Factors of OCB Scale

Component	1	2	3	4	5
1	1.000	.368	.193	.261	-.183
2	.368	1.000	.247	.103	-.228
3	.193	.247	1.000	.183	.074
4	.261	.103	.183	1.000	.056
5	-.183	-.228	.074	.056	1.000

Table 14. Varimax Rotated Factor Loadings of OCB Scale Items

	1	2	3	4	5
<u>Altruism</u>					
OCB1	.710	.166	-.177	-.062	.059
OCB10	.760	.018	.118	.221	.250
OCB13	.728	.108	.000	.304	.067
OCB15	.693	-.237	.309	.030	.063
OCB23	.642	.108	-.051	.327	.053
<u>Civic Virtue</u>					
OCB6	.148	.463	.362	.167	-.132
OCB9	.512	.323	-.018	.017	-.334
OCB11	.540	.335	.283	-.165	-.176
OCB12	.280	.509	.188	.104	-.180
<u>Courtesy</u>					
OCB5	.207	.513	.176	-.019	.290
OCB8	-.065	.693	.088	.005	.369
OCB14	.121	.665	.115	.212	.029
OCB17	.123	.828	.109	.192	-.116
OCB20	.480	.227	-.177	-.007	-.297
<u>Conscientiousness</u>					
OCB3	.076	.120	.190	.362	.427
OCB18	.229	.148	.081	.783	-.080
OCB21	.427	.087	.264	.152	-.067
OCB22	.489	.275	.067	.290	-.110
OCB24	.208	.179	.088	.812	-.028
<u>Sportsmanship</u>					
OCB2	.017	.047	-.071	-.154	.824
OCB4	-.014	.239	.754	.057	.019
OCB7	-.010	-.138	.732	.253	.185
OCB16	.030	.209	.660	.059	-.065
OCB19	.117	.377	.646	-.162	.043
Explained Variance (%)	24.94	10.99	7.31	6.02	6.01
Cumulative Variance Explained (%)					55.27

Table 15. KMO and Bartlett's Test for OCB Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.792
Bartlett's Test of Sphericity	Approx. Chi-Square	1183.447
	df	276
	Sig.	.000

5.6. Determination of Control Variables

In order to determine the control variables explaining their associations between the independent variable, the mediator, and the dependent variable, every variable was treated as an independent variable for further analysis. This investigation provides implications revealing the variables that have significant relationships with regressor variables before advancing into hypotheses. The potential control variables were age, gender, education level, organizational size, organizational tenure, total tenure, and company CSR policies. The results of the correlation analysis among the potential control variables and research variables are illustrated in Table 16. According to the findings, gender was found to have a positive and significant relationship with ability ($\beta = .20$) which indicates that women tend to acknowledge technical competence and authoritative power as an influential factor on evaluating trustworthiness in the workplace. Education did not demonstrate any positive or significant association with any of the research variables. Moreover, organizational size showed associations with perceived CSR ($\beta = .39$), and organizational citizenship behavior ($\beta = .18$) which indicates that as organizational size grows, the necessity of CSR implementations and citizenship behaviors in the workplace increases. However, organizational tenure and total tenure were not found to have an association with any of the independent variables, mediator, and dependent variable. Lastly, the existence of company CSR policies was revealed to be influential in a positive and significant relationship with perceived CSR ($\beta = .58$), benevolence ($\beta = .22$), integrity ($\beta = .21$), perceived trustworthiness ($\beta = .20$), and organizational citizenship behavior ($\beta = .17$). Considering the associations of the existence of company CSR policies, in addition to its strong correlation with the most of the independent variables, company CSR policies was found to be having associations with the dependent variable, organizational citizenship behavior, which is the reason to select company CSR policies as a control variable.

**Table 16. Standardized Regression Coefficients of the Control Variables
Predicting the Dependent Variables**

	CSR	AB	BN	IN	OT	OCB
AGE	.03	.00	.10	.07	.06	.09
GN	.04	.20*	.16	.05	.14	-.02
EDU	-.03	-.06	.00	.05	.00	-.06
SZ	.39**	-.03	.05	.04	.02	.18*
ORGT	.04	-.14	.00	-.04	-.06	.11
TT	.01	.00	.11	.09	.07	.14
CCSR	.58**	.15	.22*	.21*	.20*	.17*

Notes: AGE="Age", GN="Gender", EDU="Education level", SZ="Organizational size", ORGT="Organizational tenure", TT="Total tenure", CCSR="Company CSR", CSR="Perceived CSR", AB="Ability", BN="Benevolence", IN="Integrity", OT="Perceived trustworthiness", OCB="Organizational citizenship behavior". *p<.05, **p<.01

5.7. Hypotheses Testing

In this section, the assumptions of hypotheses are investigated which encompass the relationships among perceived CSR, perceived trustworthiness, and OCBs. Firstly, the relationship between perceived CSR and OCB is to be under inspection. Secondly, the relationship between perceived CSR and perceived trustworthiness was investigated. Following that, the association among perceived trustworthiness and OCB was examined. Lastly, the mediating effect of perceived trustworthiness via perceived CSR on predicting OCB was analyzed. To analyze the data set, hierarchical regression analysis was used.

5.7.1. Analysis Regarding the Effect of Perceived CSR on OCB

5.7.1.1. Predictor Role of Perceived CSR on OCB

In order to examine the relationship as Hypothesis 1 proposes that CSR has a predictor role on OCB, a two-step regression analysis was conducted. In the first step, the overall score of OCB was regressed on company CSR policies acting as a control variable. Subsequently, the overall perceived CSR variable

was added to the regression analysis as shown in Table 17. Firstly, Company CSR policies, as a control variable, demonstrated significant effect on predicting OCB ($R^2 = .031$, $F(1, 138) = 4.38$, $\beta = .18$). Secondly, overall perceived CSR ($R^2 = .186$, $F(2, 137) = 15.64$, $\beta = .48$) was entered into the equation, and the variance explained increased by 15.5%, from 3.1% to 18.6%. In this case, perceived CSR was found to have a predicting role on OCB with high significance ($p < .001$). In conclusion, hypothesis 1 has been supported by the analysis as in line with the expectations.

Table 17. Regression Analysis for the Effect of Perceived CSR on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 1	.031	.031		4.38	
Company CSR policies			.094		.18*
Step 2	.186	.155		15.64	
Company CSR policies			.107		.11
Perceived CSR			.051		.48***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.2. Analysis Regarding the Effect of Perceived CSR on Perceived Trustworthiness

5.7.2.1. Predictor Role of Perceived CSR on Ability

In order to investigate the relationship as Hypothesis 2a proposes that perceived CSR has a predictor role on ability dimension of trustworthiness, a two-step regression analysis was performed. Firstly, ability dimension of perceived trustworthiness was regressed on company CSR policies acting as a control variable. Subsequently, the overall perceived CSR variable was added to the regression analysis as shown in Table 18. Company CSR policies, as a control variable, demonstrated insignificant effect on predicting ability dimension ($R^2 = .022$, $F(1, 138) = 3.10$, $\beta = .15$). In the second step, in which perceived CSR ($R^2 = .460$, $F(2, 137) = 58.43$, $\beta = .82$) was entered into the equation over the control variable, the variance explained increased by 43.8%, from 2.2% to 46.0%. Moreover, the insignificance of company CSR policies when predicting ability was showing high significance after overall perceived

CSR was added into the regression analysis. In this case, perceived CSR was found to have a predicting role on ability with high significance ($p < .001$). Therefore, hypothesis 2a has been supported by the findings as expected.

Table 18. Regression Analysis for the Effect of Perceived CSR on Ability

Variable	R ²	R ² change	Std. Error	F	β
Step 1	.022	.022		3.10	
Company CSR policies			.218		.15
Step 2	.460	.438		58.43	
Company CSR policies			.201		.33***
Perceived CSR			.096		.82***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.2.2. Predictor Role of Perceived CSR on Benevolence

In order to investigate the relationship as Hypothesis 2b proposes that perceived CSR has a predictor role on benevolence, a two-step regression analysis was performed. In the first step, benevolence dimension of trustworthiness was regressed on company CSR policies acting as a control variable. Subsequently, the overall perceived CSR variable was added to the regression analysis as shown in Table 19. Company CSR policies, as a control variable, Company CSR policies, as a control variable, demonstrated significant influence on predicting benevolence dimension ($R^2 = .047$, $F(1, 138) = 6.80$, $\beta = .22$). Secondly, perceived CSR ($R^2 = .481$, $F(2, 137) = 63.37$, $\beta = .81$) was entered into the equation over the control variable, and the variance explained increased by 43.4%, from 4.7% to 48.1%. Moreover, the significance level of company CSR policies when predicting benevolence increased after overall perceived CSR was entered into the regression analysis. In this case, perceived CSR was found to have a predicting role on benevolence with high significance ($p < .001$). Hence, hypothesis 2b has been supported by the findings as expected.

Table 19. Regression Analysis for the Effect of Perceived CSR on Benevolence

Variable	R ²	R ² change	Std. Error	F	B
Step 1	.047	.047		6.80	
Company CSR policies			.220		.22**
Step 2	.481	.434		63.37	
Company CSR policies			.201		.26***
Perceived CSR			.096		.81***

Note: *p<.05, **p<.01, ***p<.001

5.7.2.3. Predictor Role of Perceived CSR on Integrity

In order to analyze the relationship as Hypothesis 2c proposes that perceived CSR has a predictor role on integrity, a two-step regression analysis was performed. Initially, integrity dimension of trustworthiness was regressed on company CSR policies acting as a control variable. Subsequently, the overall perceived CSR variable was added to the regression analysis as shown in Table 20. Company CSR policies, as a control variable, demonstrated significant effect on predicting integrity dimension ($R^2 = .045$, $F(1, 138) = 6.53$, $\beta = .21$). In the second step, perceived CSR ($R^2 = .485$, $F(2, 137) = 64.43$, $\beta = .82$) was entered into the equation over the control variable, and the variance explained increased by 44.0%, from 4.75% to 48.5%. Furthermore, the significance level of company CSR policies when predicting integrity increased after overall perceived CSR was added into the regression analysis. In this case, perceived CSR was found to have a predicting role on integrity with high significance ($p < .001$). Therefore, hypothesis 2c has been expectedly supported by the findings.

Table 20. Regression Analysis for the Effect of Perceived CSR on Integrity

Variable	R ²	R ² change	Std. Error	F	B
Step 1	.045	.045		6.53	
Company CSR policies			.230		.21*
Step 2	.485	.440		64.43	
Company CSR policies			.209		.26***
Perceived CSR			.100		.82***

Note: *p<.05, **p<.01, ***p<.001

5.7.2.4. Predictor Role of Perceived CSR on Perceived Trustworthiness

In order to test the relationship as Hypothesis 2d proposes that perceived CSR has a predictor role on trustworthiness, a two-step regression analysis was performed. Initially, the overall score of perceived trustworthiness was regressed on company CSR policies acting as a control variable. Subsequently, the overall perceived CSR variable was added to the regression analysis as shown in Table 21. Company CSR policies, as a control variable, demonstrated significant effect on predicting perceived trustworthiness ($R^2 = .041$, $F(1, 138) = 5.91$, $\beta = .20$). In the second step, in which perceived CSR ($R^2 = .522$, $F(2, 137) = 74.88$, $\beta = .85$) was entered into the equation over the control variable, the variance explained increased by 48.1%, from 4.1% to 52.2%. In this case, perceived CSR was found to have a predicting role on perceived trustworthiness with high significance ($p < .001$). In conclusion, regarding the hypotheses of 2a, 2b, and 2c, hypothesis 2d have been completely supported by the findings as in line with the expectations.

Table 21. Regression Analysis for the Effect of Perceived CSR on Perceived Trustworthiness

Variable	R ²	R ² change	Std. Error	F	β
Step 1	.041	.041		5.91	
Company CSR policies			.212		.20*
Step 2	.522	.481		74.88	
Company CSR policies			.185		.30***
Perceived CSR			.088		.85***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.3. Analysis Regarding the Effect of Perceived Trustworthiness on OCB

5.7.3.1. Predictor Role of Ability on OCB

In order to analyze the relationship between the dimensions of trustworthiness and organizational citizenship behavior, as Hypothesis 3a proposes, the predictor role of ability dimension of perceived trustworthiness on OCB will firstly be investigated. A two-step regression analysis was

performed. Firstly, organizational citizenship behavior was regressed on company CSR policies acting as a control variable which can be seen from the regression analysis in Table 17. Subsequently, ability dimension of trustworthiness was added to the regression analysis as shown in Table 22. Company CSR policies, as a control variable, demonstrated significant effect on predicting OCB ($R^2 = .031$, $F(1, 138) = 4.38$, $\beta = .18$). In the second step, in which ability dimension of trustworthiness ($R^2 = .124$, $F(2, 137) = 9.68$, $\beta = .31$) was entered into the regression analysis over the control variable, the variance explained increased by 9.3%, from 3.1% to 12.4%. Furthermore, the significance level when predicting OCB increased after ability dimension of trustworthiness was added into the regression analysis. In this case, ability dimension was found to have a significantly predicting role on OCB ($p < .001$). Thus, hypothesis 3a has been supported by the findings as expected.

Table 22. Regression Analysis for the Effect of Ability on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.124	.093		9.68	
Company CSR policies			.091		.13
Ability			.035		.31***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.3.2. Predictor Role of Benevolence on OCB

In order to analyze the relationship between the dimensions of trustworthiness and organizational citizenship behavior, as Hypothesis 3b proposes, the predictor role of benevolence dimension of trustworthiness on OCB will firstly be investigated. A two-step regression analysis was performed. Firstly, organizational citizenship behavior was regressed on company CSR policies acting as a control variable which can be seen from the regression analysis in Table 17. Subsequently, benevolence dimension of perceived trustworthiness was added to the regression analysis as shown in Table 23. Company CSR policies, as a control variable, demonstrated significant effect on predicting OCB ($R^2 = .031$, $F(1, 138) = 4.38$, $\beta = .18$). Secondly, benevolence dimension of trustworthiness ($R^2 = .124$, $F(2, 137) = 9.74$, $\beta = .31$) was entered

into the regression analysis over the control variable, and the variance explained increased by 9.3%, from 3.1% to 12.4%. Furthermore, the significance level when predicting OCB increased after benevolence dimension of perceived trustworthiness was added into the regression analysis. In this case, benevolence dimension was found to have a significantly predicting role on OCB ($p < .001$). Thus, hypothesis 3b has been supported by the findings as expected.

Table 23. Regression Analysis for the Effect of Benevolence on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.124	.093		9.74	
Company CSR policies			.092		.11
Benevolence			.035		.31***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.3.3. Predictor Role of Integrity on OCB

In order to analyze the relationship between the dimensions of trustworthiness and organizational citizenship behavior, as Hypothesis 3c proposes, the predictor role of integrity dimension of trustworthiness on OCB will firstly be investigated. A two-step regression analysis was performed. Firstly, organizational citizenship behavior was regressed on company CSR policies acting as a control variable which can be seen from the regression analysis in Table 17. Subsequently, integrity dimension of perceived trustworthiness was added to the regression analysis as shown in Table 24. Company CSR policies, as a control variable, demonstrated significant effect on predicting OCB ($R^2 = .031$, $F(1, 138) = 4.38$, $\beta = .18$). In the second step, in which integrity dimension of perceived trustworthiness ($R^2 = .124$, $F(2, 137) = 9.68$, $\beta = .31$) was entered into the regression analysis over the control variable, the variance explained increased by 9.3%, from 3.1% to 12.4%. Furthermore, the significance level when predicting OCB increased after integrity dimension of perceived trustworthiness was added into the regression analysis. In this case, integrity dimension was found to have a

significantly predicting role on OCB ($p < .001$). Thus, hypothesis 3c has been supported by the findings as expected.

Table 24. Regression Analysis for the Effect of Integrity on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.124	.093		9.68	
Company CSR policies			.092		.11
Integrity			.033		.31***

Note: * $p < .05$, ** $p < .01$, *** $p < .001$

5.7.3.4. Predictor Role of Perceived Trustworthiness on OCB

In order to analyze the relationship as Hypothesis 3d proposes that trustworthiness has a predictor role on OCB, a two-step regression analysis was conducted as before. First, the overall score of OCB was regressed on company CSR policies acting as a control variable which can be seen from the regression analysis in Table 17. In the following step, the overall score of perceived trustworthiness ($R^2 = .134$, $F(2,137) = 10.57$, $\beta = .33$) was added to the regression analysis over the control variable as shown in Table 25. Later on, the variance explained increased by 10.3%, from 3.1% to 13.4%. In this case, the hypothesis regarding the relationship between the overall score of perceived trustworthiness and the overall score of organizational citizenship behavior was supported as the mean score of trustworthiness showed significance. Hence, perceived trustworthiness was found to show a highly significant association with OCB ($p < .001$). Additionally, this finding was in line with hypotheses of 3a, 3b, and 3c which means that the overall score of perceived trustworthiness contributed to the predictability of the overall score of organizational citizenship behavior. Therefore, hypothesis 3d has been completely supported by the findings as expected.

Table 25. Regression Analysis for the Effect of Perceived Trustworthiness on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.134	.103		10.57	
Company CSR policies			.091		.11
Perceived Trustworthiness			.036		.33***

Note: *p<.05, **p<.01, ***p<.001

5.7.4. Analyses Regarding the Mediation Effect of Perceived Trustworthiness

5.7.4.1. Mediator Role of Ability between Perceived CSR and OCB

Baron and Kenny's (1986) preconditions for the mediation effect of ability dimension of trustworthiness were satisfied by the data as it is shown in Tables 17, 18, and 22. Thus, in order to test the mediation effect of ability on the relationship between perceived CSR and OCB as hypothesis 4a proposes, a two-step regression analysis was conducted. Initially, the overall score of OCB was regressed on the control variable and the overall perceived CSR as in Table 17 from previous analyses. Subsequently, ability dimension was entered into the regression analysis as shown in Table 26. After ability dimension was entered to the equation ($R^2 = .189$, $F(3,136) = 10.57$, $\beta = .08$), the variance explained only increased by 0.3%, from 18.6% to 18.9%. Perceived CSR did not become insignificant but changed from ($\beta = .48$, $p < .001$) to ($\beta = .42$, $p < .001$). Ability dimension ($\beta = .08$, $p = n.s.$), on the other hand, was not significant when regressed with perceived CSR on OCB. Furthermore, for ability dimension, mediation equation (Methodology, p. 56) yielded as the following:

$$c - c' = a * b \text{ where } c = .48$$

$$c' = .42 \quad (.48 - .42) \neq (.82 * .31)$$

$$a = .82 \quad (.06) \neq (.25)$$

$$b = .31$$

Therefore, hypothesis 4a proposing the mediation effect of ability on the relationship between perceived CSR and OCB has not been supported by the findings.

Additionally, the method of Andrew F. Hayes (2004), PROCESS v3.5 macro for SPSS was used for further analysis on mediation effect. For 0.95 confidentiality, the indirect effect coefficient of perceived CSR on OCB through perceived ability was found to be .0353 whereas the lower and upper limits of confidentiality interval were found to be (-.0279) and (.1134). As presented in Table 27, the value of 0 was in the range of the lower and upper limits of confidentiality interval values of the indirect effect of perceived CSR, therefore the mediation effect of ability on the relationship between perceived CSR and OCB was found to be insignificant. The findings of PROCESS method of Andrew F. Hayes supported the findings of Baron and Kenny's method of mediation.

Table 26. Regression Analysis for the Mediation Effect of Ability on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.189	.003		10.57	
Company CSR policies			.114		.08
Perceived CSR			.069		.42***
Ability			.046		.08

Note: *p<.05, **p<.01, ***p<.001

Table 27. The Indirect Effect of Perceived CSR on OCB through Perceived Ability

	Effect Coefficient	Lower Limit	Upper Limit
Ability	.0353	-.0279	.1134

5.7.4.2. Mediator Role of Benevolence between Perceived CSR and OCB

Baron and Kenny's (1986) preconditions for the mediation effect of benevolence dimension of trustworthiness were satisfied by the data as it is shown in Tables 17, 19, and 23. Therefore, in order to test the mediation effect of benevolence on the relationship between perceived CSR and OCB as hypothesis 4b proposes, a two-step regression analysis was conducted. Initially, the overall score of OCB was regressed on the control variable and the overall perceived CSR as in Table 17 from previous analyses. Subsequently, benevolence dimension was entered into the regression analysis as shown in

Table 28. As benevolence dimension was entered to the equation ($R^2 = .189$, $F(3,136) = 10.56$, $\beta = .08$), the variance explained only increased by 0.3%, from 18,6% to 18.9%. Perceived CSR did not become insignificant but changed from ($\beta = .48$, $p < .001$) to ($\beta = .42$, $p < .001$). Additionally, benevolence dimension ($\beta = .08$, $p = n.s.$) was found insignificant when regressed with perceived CSR on OCB. Furthermore, for benevolence dimension, the mediation equation revealed as the following:

$$c - c' = a * b \text{ where } c = .48$$

$$c' = .42 \quad (.48 - .42) \neq (.81 * .31)$$

$$a = .81 \quad (.06) \neq (.25)$$

$$b = .31$$

Therefore, hypothesis 4b proposing the mediation effect of benevolence on the relationship between perceived CSR and OCB was not supported by the findings.

Additionally, the method of Andrew F. Hayes (2004), PROCESS v3.5 macro for SPSS was used for further analysis on mediation effect. For 0.95 confidentiality, the indirect effect coefficient of perceived CSR on OCB through perceived benevolence was found to be .0364 whereas the lower and upper limits of confidentiality interval were found to be (-.0356) and (.1182). As presented in Table 29, the value of 0 was in the range of the lower and upper limits of confidentiality interval values of the indirect effect of perceived CSR, therefore the mediation effect of benevolence on the relationship between perceived CSR and OCB was found to be insignificant. The findings of PROCESS method of Andrew F. Hayes supported the findings of Baron and Kenny's method of mediation.

Table 28. Regression Analysis for the Mediation Effect of Benevolence on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.189	.003		10.56	
Company CSR policies			.112		.09
Perceived CSR			.069		.42***
Benevolence			.045		.08

Note: *p<.05, **p<.01, ***p<.001

Table 29. The Indirect Effect of Perceived CSR on OCB through Perceived Benevolence

	Effect Coefficient	Lower Limit	Upper Limit
Benevolence	.0364	-.0356	.1182

5.7.4.3. Mediator Role of Integrity between Perceived CSR and OCB

Baron and Kenny's (1986) preconditions for the mediation effect of integrity dimension of trustworthiness were satisfied by the data as it is shown in Tables 17, 20, and 24. In order to test the mediation effect of integrity on the relationship between perceived CSR and OCB as hypothesis 4b proposes, a two-step regression analysis was conducted. Initially, the overall score of OCB was regressed on the control variable and the overall perceived CSR as in Table 17 from previous analyses. Subsequently, integrity dimension was entered into the regression analysis as shown in Table 30. After integrity dimension was entered to the equation ($R^2 = .189$, $F(3,136) = 10.53$, $\beta = .07$), the variance explained only increased by 0.3%, from 18.6% to 18.9%. Perceived CSR did not become insignificant but change from ($\beta = .48$, $p < .001$) to ($\beta = .43$, $p < .001$). Moreover, integrity dimension ($\beta = .07$, $p = n.s.$) was observed to be insignificant when regressed with perceived CSR on OCB. In addition to that, for integrity dimension, the mediation equation yielded results as the following:

$$c - c' = a * b \text{ where } c = .48$$

$$c' = .43 \quad (.48 - .43) \neq (.82 * .31)$$

$$a = .82 \quad (.05) \neq (.25)$$

$$b = .31$$

Hence, hypothesis 4c proposing the mediation effect of integrity on the relationship between perceived CSR and OCB was not supported by the findings.

Additionally, the method of Andrew F. Hayes (2004), PROCESS v3.5 macro for SPSS was used for further analysis on mediation effect. For 0.95 confidentiality, the indirect effect coefficient of perceived CSR on OCB through perceived integrity was found to be .0353 whereas the lower and upper limits of confidentiality interval were found to be (-.0412) and (.1228). As presented in Table 31, the value of 0 was in the range of the lower and upper limits of confidentiality interval values of the indirect effect of perceived CSR, therefore the mediation effect of integrity on the relationship between perceived CSR and OCB was found to be insignificant. The findings of PROCESS method of Andrew F. Hayes supported the findings of Baron and Kenny's method of mediation.

Table 30. Regression Analysis for the Mediation Effect of Integrity on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.189	.003		10.53	
Company CSR policies			.112		.09
Perceived CSR Integrity			.069		.43***
			.044		.07

Note: *p<.05, **p<.01, ***p<.001

Table 31. The Indirect Effect of Perceived CSR on OCB through Perceived Integrity

	Effect Coefficient	Lower Limit	Upper Limit
Integrity	.0353	-.0412	.1228

5.7.4.4. Mediator Role of Perceived Trustworthiness between Perceived CSR and OCB

Baron and Kenny's (1986) preconditions for the mediation effect to be tested were satisfied by the data as it can be seen in Tables 17, 21, and 25. In order to test the mediation effect of trustworthiness on the relationship between perceived CSR and OCB as hypothesis 4d proposes, a two-step regression analysis was conducted. Initially, the overall score of OCB was regressed on the control variable and the overall perceived CSR as in Table 17 from previous analyses. Subsequently, the overall score of perceived trustworthiness was put into the regression analysis as shown in Table 32. After trustworthiness was entered to the equation ($R^2 = .189$, $F(3,136) = 10.59$, $\beta = .09$), the variance explained only increased by 0.3%, from 18.6% to 18.9%. However, unexpectedly, perceived CSR did not lose its significance, but only reduced from ($\beta = .48$, $p < .001$) to ($\beta = .41$, $p < .01$). In accordance with Baron and Kenny's (1986) method of mediation, the results indicate that the probability of perfect mediation was not supported by the findings. Additionally, as perceived trustworthiness and perceived CSR are controlled on OCB, trustworthiness was not found to have a significant association with the overall score of OCB, therefore the probability of partial mediation was not supported as well. For perceived trustworthiness, the mediation equation revealed as the following:

$$c - c' = a * b \text{ where } c = .48$$

$$c' = .41 \quad (.48 - .41) \neq (.85 * .33)$$

$$a = .85 \quad (.07) \neq (.28)$$

$$b = .33$$

In addition, the method of Andrew F. Hayes (2004), PROCESS v3.5 macro for SPSS was used for further analysis on mediation effect. For 0.95 confidentiality, the indirect effect coefficient of perceived CSR on OCB through perceived trustworthiness was found to be .0424 whereas the lower and upper limits of confidentiality interval were found to be (-.0362) and (.1347). As

presented in Table 33, the value of 0 was in the range of the lower and upper limits of confidentiality interval values of the indirect effect of perceived CSR, therefore the mediation effect of perceived trustworthiness on the relationship between perceived CSR and OCB was found to be insignificant. The findings of PROCESS method of Andrew F. Hayes supported the findings of Baron and Kenny’s method of mediation.

Table 32. Regression Analysis for the Mediation Effect of Perceived Trustworthiness on OCB

Variable	R ²	R ² change	Std. Error	F	β
Step 2	.189	.003		10.59	
Company CSR policies			.114		.08
Perceived CSR			.072		.41**
Perceived Trustworthiness			.049		.09

Note: *p<.05, **p<.01, ***p<.001

Table 33. The Indirect Effect of Perceived CSR on OCB through Perceived Trustworthiness

	Effect Coefficient	Lower Limit	Upper Limit
Trustworthiness	.0424	-.0362	.1347

The summary of the mediation analysis consists of beta weights, p values, explained variances, and significance levels as well as the degree of freedom values which is shown in Figure 3. Two-step analysis showing some of the values before the inclusion of perceived trustworthiness (step 1) and afterward (step 2) are located beneath the correlation flowchart. The first model indicating beta weight and p value of the link between perceived CSR and OCB is shown on the top of the horizontal line. Beta weight and p value after the inclusion of trustworthiness are shown on the bottom of the link which is still significant.

In order to test the mediation effect of the dimensions of trustworthiness, each dimension was regressed on the control variable, and perceived CSR. Although the dimensions of trustworthiness separately satisfy the preconditions for the mediation test, the findings of the analysis yielded

similar results. Each dimension of trustworthiness was not found to be mediating the relationship between perceived CSR and OCB. Therefore, any significant mediation effect was not observed, and in contrast to the expectations, hypotheses 4a, 4b, 4c, and 4d were not supported by the findings.

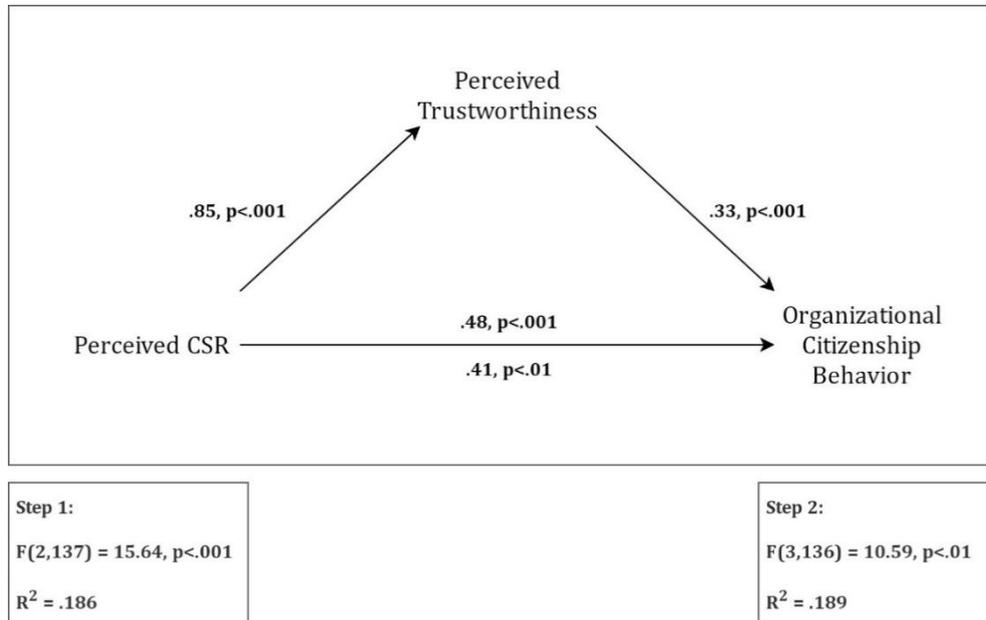


Figure 3. The mediating role of perceived trustworthiness between perceived CSR and OCB

5.8. Summary of Hypotheses Testing

In the present study, organizational citizenship behavior, perceived trustworthiness, and perceived CSR are investigated which are effective concepts to shape stakeholder attitudes and approaches towards business entities. From an employee perspective, the relationships these three concepts potentially have are furtherly examined including trustworthiness' dimensional scope. These concepts were analyzed using three measurement instruments which are Organizational Citizenship Behavior Scale (Podsakoff et al., 1990), Trustworthiness Scale (Mayer & Davis, 1999), and Perceived Corporate Social Responsibility Scale (Türker, 2008). In total, 140 responses from employees in heavy duty manufacturing companies were put into the analysis due to the relevance of their demographic characteristics to the aim of

the study. Four hypotheses were tested at $p < .05$ significance level via hierarchical regression analysis.

First, Hypothesis 1 was tested to analyze the relationship between perceived CSR and OCB. Perceived CSR was expected to positively predict OCB. Thus, it was proposed that an organization, which implements CSR policies and exercises CSR applications, intrinsically supports employees to engage in behaviors that are generally helpful, compliant, eager, tolerating, vigilant, and contributory in the workplace. The findings of the analysis proved that the overall perceived CSR level was in a positively significant relationship with OCB. Perceived CSR affected the overall score of organizational citizenship behavior. Therefore, Hypothesis 1 was significantly supported.

Table 34. Overview of Hypothesis Testing H1

Hypothesis	Description	Result
H1	The overall perceived CSR has a positive relationship with organizational citizenship behavior.	Supported

Next, Hypothesis 2 was examining the relationship between perceived CSR and perceived trustworthiness as well as its dimensions. Perceived CSR was expected to positively predict all dimensions of trustworthiness in addition to the whole construct itself. Parallely, it was proposed that an organization, which implements CSR policies and exercises CSR applications, inherently supports employees to perceive the upper management as trustworthy and thus, the employer company. According to the findings of the analysis, the overall perceived CSR level was found to be in a positively significant relationship with each of the dimensions of trustworthiness. CSR affected ability, benevolence, and integrity dimensions and the overall score of perceived trustworthiness. Therefore, Hypothesis 2 was significantly supported.

Table 35. Overview of Hypothesis Testing H2

Hypothesis	Description	Result
H2a	The overall perceived CSR has a positive relationship with ability dimension of trustworthiness.	Supported
H2b	The overall perceived CSR has a positive relationship with benevolence dimension of trustworthiness.	Supported
H2c	The overall perceived CSR has a positive relationship with integrity dimension of trustworthiness.	Supported
H2d	The overall perceived CSR has a positive relationship with trustworthiness.	Supported

Hypothesis 3 was tested to examine the relationship between trustworthiness and OCB. Trustworthiness and its dimensions were expected to positively predict OCB. Therefore, it was suggested that an organization, in which subordinate employees perceive the upper management as trustworthy, thus the employer company, intrinsically supports employees to engage in behaviors that are generally helpful, compliant, eager, tolerating, vigilant, and contributory in the workplace. According to the results of the analysis, ability, benevolence, integrity, and the overall score of perceived trustworthiness were found to be in a positively significant relationship with OCB. Trustworthiness and its dimensions were highly significant in predicting the overall score of organizational citizenship behavior. Hence, Hypothesis 3 was significantly supported.

In Hypothesis 4, the mediation effect of trustworthiness between perceived CSR and OCB was tested in order to examine how much the effect of perceived CSR on perceived trustworthiness was conveyed to OCB through trustworthiness. Trustworthiness was expected to positively mediate to OCB. Considering the predictor role of perceived CSR on perceived trustworthiness and OCB and the predictor role of trustworthiness on OCB, the mediator role of trustworthiness was tested with three different methods of mediation. According to the series of analyses, none of these methods proved the existence of the mediation effect by perceived trustworthiness and its dimensions. The

mediation effect of perceived CSR on the overall score of organizational citizenship behavior through trustworthiness was found to be insignificant. Therefore, Hypothesis 4 was not supported by the sample.

Table 36. Overview of Hypothesis Testing H3

Hypothesis	Description	Result
H3a	Ability dimension of trustworthiness has a positive relationship with organizational citizenship behavior.	Supported
H3b	Benevolence dimension of trustworthiness has a positive relationship with organizational citizenship behavior.	Supported
H3c	Integrity dimension of trustworthiness has a positive relationship with organizational citizenship behavior.	Supported
H3d	Trustworthiness has a positive relationship with organizational citizenship behavior.	Supported

Table 37. Overview of Hypothesis Testing H4

Hypothesis	Description	Result
H4a	Ability dimension of trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.	Not supported
H4b	Benevolence dimension of trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.	Not supported
H4c	Integrity dimension of trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.	Not supported
H4d	Trustworthiness mediates the association between perceived CSR and organizational citizenship behavior positively.	Not supported

CHAPTER 6

6 DISCUSSION AND CONCLUSION

In this final chapter, the discussion of the results and limitations of the study is provided. This chapter and the research are concluded with implications for managers and future research.

6.1. Discussion

The objective of this study was to investigate the relationship between the overall perceived CSR, trustworthiness of the organization, and organizational citizenship behavior including the mediating effect of perceived trustworthiness between perceived CSR and OCBs.

First of all, according to the findings of Hofstede's (1980) cultural study, Turkey has a collectivist nature regarding its national and social values indicating that the workplace culture is relationship oriented. Therefore, the relationship between employer entity and employees is also affected by this cultural notion (e.g., Öztürk, 2010; Berkman & Özen, 2008; Ünüvar, 2006; Ölmez et al., 2004; Aycan et al., 2000; Hofstede, 1980). Since the dynamic nature of relationships leads to the creation of underlying shared beliefs, values and norms which would provide meaningful inferences in a given social system (Downey et al., 2011; Pizer & Härtel, 2005), employees' expectations from the upper management were to be congruent with their moral values. Accordingly, Wiewiora et al. (2014) stated that "cultures displaying dominant clan-type characteristics, demonstrated the evidence of deeper trusting relationships based on fairness, positive intention, and kindness" (p. 59). This type of workplace culture was mentioned to rely on the reciprocal bonds and relationships in the workplace (Ogbeibu et al., 2018). Additionally, strong trustworthiness perceptions of employees towards the upper management

were found to motivate employees to utilize their skills, share technical ideas openly (Ogbeibu et al., 2018). Subsequently, OCBs should be encouraged in Turkish work culture mostly via establishing trustworthy perceptions of the upper management. Moreover, Turkish employees gave essential importance to having an easy-going and accommodating relationship with their managers in order to conform to the reciprocal expectations of their managers (Ünüvar, 2006). Thus, behaviors and attitudes of the organization on the management level have a strong influence on fostering OCBs in the workplace which will affect the performance of the organization on an aggregate level. In short, in the collectivist culture in the Turkish work environment, OCBs are fostered through the attitudinal and actional perceptions of employees regarding the upper management.

In OB literature, CSR practices were considered as a predictor of citizenship behaviors in the workplace (e.g., Carroll, 2015; Moorman, 1991; Organ, 1988; Podsakoff et al., 1990). The analyses in this thesis proved that OCB was positively and significantly predicted by the overall perceived CSR. The results demonstrated congruency with the previous studies and suggestions (e.g., Türker, 2008; Carroll, 2015; Moorman, 1991). Accordingly, the notion underlying citizenship behaviors matches the core notion of CSR that is being a good citizen and doing something for others (Türker, 2008; Carroll, 1999; Carroll, 1991). Therefore, CSR practices are an important factor inducing citizenship behaviors in the workplace. To the extent of CSR practices deliver the message of doing good, employees are most likely to internalize positive psychological and personal characteristics of CSR.

As in line with assumptions, any contradictory outcome was not observed in this sample and the overall score of organizational citizenship behavior was found to be positively and significantly predicted by perceived CSR as suggested in the previous literature (e.g., Carroll, 2015; Türker, 2008; Moorman, 1991). Furthermore, this series of analyses done supported the relevant literature examining the relationship between CSR policies of an organization and OCBs. The results of this study proved that employees' perception of CSR policies was a predictor of citizenship behaviors.

Using the model of trustworthiness proposed by Mayer and Davis (1999), the analyses revealing the relationship between perceived CSR and perceived trustworthiness supported that perceived CSR positively and significantly predicts

each dimension of trustworthiness (ability, benevolence, and integrity) besides the predictor role on the overall score of trustworthiness. There is little research testing specifically this relationship between effectively applied CSR policies and the influenced perceptions of trustworthiness stemming from these implementations. Ability was simply referred to as the technical competence of the upper management and the capability of exerting effective influence on a specific organizational procedure. Benevolence is referred to as good intentions and positive attitudes toward a party. In this case, these good intentions are in line with the focus of CSR policies since CSR is mainly the contributory efforts in favor of a stakeholder party. Moreover, integrity is defined as the moral value congruence and honesty of a party. Therefore, openly expressing the CSR practices and providing necessary information on how these practices are achieved is a sign of integrity. These kinds of attributes encourage employees to internalize their job environment and consequently, the job environment becomes more psychologically meaningful by serving employees' intrinsic motivations.

In line with the results, employees tend to evaluate their organization's intentions and attitudes through their relationship with their managers. For them to consider their organization to be trustworthy, firsthand experience with their managers plays an important role and has a significant influence on their sentimental evaluation. Their evaluation would be based on how the upper management makes decisions. The reflected values and considerations parallel to managerial decisions are significantly influential on how employees perceive the upper management's intentions. The potential trustworthiness perceptions can be fortified by how much of their managers' considerate behaviors and intentions towards all stakeholders are shown when an organizational procedure is being processed.

In this sample, the results of the analysis were congruent with the findings of previous researchers (Lin, 2010; Lee et al., 2012; Becker, 1998; De los Salmones et al., 2005). This study confirmed the unilateral relationship between perceived CSR and the trustworthiness perceptions of employees towards the upper management, and in this specific relational investigation, nothing contradictory to the literature was observed. Due to the congruency with the suggestions and findings of the previous studies, this study contributed to the relevant literature in

this specific area. Hence, this study proved that employees' perception of CSR policies had a vigorous predictor role on how much employees perceive the upper management as trustworthy.

As mentioned before, Turkey is a predominantly collectivist country, therefore also collectivist in the workplace (e.g., Öztürk, 2010; Berkman & Özen; 2008; Hofstede, 1980). In such cultures, the development of trustworthy perceptions was found to be facilitated by the reflected values (Wiewiora, 2014), hence, the relationship between employees and upper management is highly effective on forming and sustaining trustworthy perceptions. Consequently, as trustworthy perceptions are achieved, employees will be more likely to reciprocate with citizenship behaviors. Moreover, in collectivistic cultures, the emphasis on moral values is highly important and common in order to foster a friendlier and socially easier workplace (e.g., Wiewiora et al., 2014; Ogbeibu et al., 2018). In the absence of moral values, employees cannot form a bond with the upper management, thus cannot develop commitment to their work. Citizenship behaviors improve harmony among colleagues in the workplace by tolerating an unpreventable inconvenience, being helpful to coworkers, involving in constructive activities, and following the organizational rules. Employees engaging in citizenship behaviors, according to their evaluation of the relationship with the upper management, will contribute to the efficiency and effectiveness of the organization which will ultimately improve the organizational performance (Lamsa & Pucetaite, 2006).

The previous research on the impact of trustworthiness on OCBs suggested a strong relationship (e.g., Singh & Srivasta, 2016; Dirks & Ferrin, 2002; Podsakoff et al., 2000; Podsakoff et al., 1990; Organ, 1988). According to the relationship between employees and the employer entity, the perceptions of employees will be influenced. The multilateral construct of Mayer and Davis (1999) proposed that the positive technical capability and the kind use of political power of people in managerial positions induce openly expressed opinions from employees, thus creates a working environment that prevents idea preservation and fosters honesty and openness. In addition to the importance of value congruence and the perceived managerial honesty, potentially beneficial ideas on a job-related matter will be expressed and shared freely which refers to engaging in civically virtuous

behaviors in order to improve the development of continuous political functioning of an organization. Additionally, exhibiting positive attitudes and good intentions towards stakeholder parties is a reliable and constructive way to inspire employees with positive social values. With regard to their belief in the goodwill of the management, employees will be internally stimulated to acknowledge such behaviors and attitudes as a norm or culture in the workplace. Consequently, employees will be expected to reciprocate with altruistic and honorable behaviors such as helping behavior and avoiding creating problems for others as well as not complaining about a task burden. Furthermore, encouraging a work environment in which employees would feel safe and valuable will also promote multivocality and therefore, the functioning of the organization will be contributed by means of different technical or cultural development ideas.

The results of the analysis revealed that such workplace conditions and the level of trustworthiness a manager disseminates have a significantly influential role on inducing OCBs. The more employees perceive the upper management as trustworthy, the more possibility of the existence of respectful and considerate behaviors in the workplace. These results were in line with the previous literature (e.g., Singh & Srivasta, 2016; Dirks & Ferrin, 2002; Podsakoff et al., 2000; Podsakoff et al., 1990; Organ, 1988). The overall score of trustworthiness positively and significantly predicted the overall score of organizational citizenship behavior. Additionally, each dimension of trustworthiness positively and significantly predicted OCBs. Moreover, according to Williams and Anderson's (1991) understanding of the dimensionality of OCB, there are citizenship behaviors directed towards individuals (OCB-I) in the workplace and towards the functioning of the organization (OCB-O). OCB-I consists of behaviors such as mutual respect, helping behaviors, and getting along well with others in the workplace which will indirectly contribute to the effective and efficient functioning of the organization. Therefore, altruistic, and courteous behaviors fit the classification of OCB-I whereas civically virtuous, conscientious, and sportsmanlike behaviors fall into OCB-O classification. This kind of classification might also be beneficial for the upper management or HRM policies to target managerial implementations and organizational objectives. Lastly on this matter, the results indicate that the series of analyses in the thesis supported the previous literature investigating the

relationship between trustworthiness and OCBs. Therefore, the level of perceived trustworthiness stemming from the attitudes and behaviors of that are in the managerial occupations is a predictor factor of citizenship behaviors in the workplace.

This study has revealed that perceived CSR predicts both perceived trustworthiness and organizational citizenship behavior. The relationship with trustworthiness supported that well-designed CSR implementations intrinsically encourage employees to form and sustain a reciprocal relationship that captures employees' feelings about how much trustworthy their managers are and eventually, the employer entity. Hence, the work environment quality and the internalization of company policies will be ensured and improved over time. The relationship with OCB endorsed that proactive and conforming CSR activities exhibited by the organization, support employees to engage in citizenship behaviors and consequently, contribute to the creation of a safe and friendly work environment and sustain such workplace. Furthermore, this thesis supported the hypothesis of trustworthiness predicting organizational citizenship behavior. An employee's perception of trustworthiness in one's manager, the upper management, or the organization, as a unit, contributes to fostering citizenship behaviors in the workplace and maintaining these attitudes.

Moreover, the factor analysis of trustworthiness regarding the explanation of Colquitt et al. (2007) that is two dimensional was taken into consideration. Their assertion suggesting that benevolence and integrity dimensions would load on the same factor because both measure a characteristic component besides ability dimension (e.g., Rousseau et al., 1998; McAllister, 1995; Lewis & Weigert, 1985) was investigated. However, in this thesis, two dimensional scope of trustworthiness comprising affect-based and cognition-based dimensions was not reasonably consistent with the literature. A reasonable explanation to the factor analysis might be that affect-based and cognition-based aspects of trustworthiness might be more relevant from an individual point of view rather than an organizational perspective.

The hypotheses which propose that employees' insight of how their employer entity is perceived to be socially responsible when conducting business activities being positively related to trustworthiness and OCBs, and the consequential level of trustworthiness that employees feel towards the upper

management being positively related to OCBs were supported by the sample. Next, the mediation effect of perceived trustworthiness on the relationship between perceived CSR and OCB was tested, however, the results were contradicting with the expectations and were not supporting the hypothesis made. On this specific mediation role, the previous literature was restricted due to relatively new studies but still, each reference remarked a positive and significant association between trustworthiness and organizational citizenship behavior (e.g. Rupp et al., 2006; Colquitt et al., 2007; Dirks & Ferrin, 2002). Analysis revealed that the mediation effect was not found to exist through any of the dimensions of trustworthiness. These concepts were found to be related (e.g., Hansen et al., 2011; Rupp et al., 2006; Colquitt et al., 2007; Dirks & Ferrin, 2002), therefore the results were expected to be congruent with the previous literature, but instead, they were contradictory. On the other hand, Akdoğan and Köksal (2014) found that trust to the upper management mediates the relationship between the perceptions of insiders and citizenship behaviors which is considerably a similar subject. Testing the mediation effect with trust rather than trustworthiness may provide consistent results as expected (e.g., Colquitt et al., 2007; Rousseau et al., 1998; McAllister, 1995; Lewis & Weigert, 1985).

Considering harsh Covid-19 pandemic conditions and resulting organizational and social applications during the data collection of this study, sincerity concerns may have been arisen, and subsequently, the personal values and intrinsic motivations of employees may have been affected. Although the correlations among variables strongly suggested that the mediation effect was suitable to be tested by conforming to the preconditions of Baron and Kenny's (1986) method, the results failed to support the hypothesis suggesting mediator role of trustworthiness between perceived CSR and OCB. A reasonable explanation might be that the cultural applicability of the measurement instruments, demographic characteristics of the sample, and self-reporting tendency may be the cause of this unexpected result.

One of the aims of this study was to test the applicability of the scales developed in so-called western and individualistic countries. In this study, scales were tested in a relatively eastern-minded and collectivist country, Turkey. Since culture has an important impact on how people respond to their environment, this

study supported that social values and norms highly affect the attitudes and behaviors of individuals. Consequently, the present study is limited to a specific country, and additionally contributes to the local literature.

In addition, this thesis;

- is an attempt to discuss the concepts in an academic and social manner.
- is an attempt to widen the literature which has an insufficient number of studies on the relationship between trustworthiness and organizational citizenship behavior.
- supported previously tested perceived CSR, perceived trustworthiness, and OCB scale's applicability for heavy duty manufacturing organizations.

6.2. Limitations

This study was conducted with several limitations that are needed to be considered. The sample consisted of participants who have mostly undergraduate and graduate degrees, and all respondents had at least an associate degree. Besides, these organizations have institutionalized structures and more than 1000 employment therefore, this study reached a small portion of the society's white-collar workers. Therefore, the generalization of the findings can be misleading. No comparison between sectors was made. A comparative study between alternative settings such as family-run companies with similar characteristics would enrich this specific literature and therefore, a better sense on the context may be provided.

The data collection method may present a limitation due to the nature of cross-sectional studies, results represent the correlation degree of variables at a single point in time. In addition to that, the hypotheses are in congruency with the previous literature however, no causal relationship can be inferred. A longitudinal design might be preferred to assert causal relationships. Considering that the data collection process was carried out during the pandemic of Covid-19, and its societal impact, the overall tendency to participation and overall behavioral and attitudinal consequences might have been affected. Accordingly, psychometric properties of paper and pen based surveys and online surveys can be different, and Ward et al.

(2017) highlighted that even for the same questionnaire, generalizability and reliability measures can be different. A reliability study before conducting the online survey is needed to ensure that both versions yield equivalent results, otherwise, a method bias can be said to exist which might influence the responses (Loomis & Paterson, 2018). Moreover, the length of the questionnaire may be considered as another limitation. The survey measures three different constructs in addition to the demographic questions and introduction part. In total, it takes approximately 15 minutes to complete the whole questionnaire, therefore the amount of time spent on the survey may affect the quality of involvement and participation. More data could have been collected if the questionnaire had been briefer and more concise.

Another limitation, arising from the data collection method, was common method variance. Participants were asked to rate themselves on the extent of how much they engage in citizenship behaviors, in other words, doing good for others. Considering the self-evaluation in the data collection process, the data may be distorted due to the tendency of participants to biasedly evaluate to stay consistent through the measurement instrument (Öztürk, 2010; Podsakoff et al., 2003). This limitation should be eliminated by collecting the data from other sources such as colleagues or managers. For instance, the degree of how frequently employees engage in citizenship behaviors in the workplace could have been evaluated by supervisors or managers however, how many of these behaviors were being observed or detected by managers would be uncertain and a one-sided point of view.

In the present study, some scales demonstrated low values of Cronbach's Alpha. These low reliability measures were civic virtue (.64), courtesy (.65), conscientiousness (.66), and relatively low sportsmanship (.57) all of which are dimensions of OCB. Even though the literature supports the multidimensional nature of OCB, this condition may be stemming from the number of items in these subscales because as aggregate, OCB scale has satisfactory reliability with a higher Cronbach's Alpha value (.84). To overcome this limitation, the dependent variable is taken as a whole construct rather than its dimensional scope.

To ensure congruency with previous literature, factor analyses were conducted in accordance with the determined dimensionality of the constructs. For

each measurement instrument, initial analyses suggested different factor extraction criteria than what literature suggests. Suggested factor extraction criteria for perceived CSR, perceived trustworthiness, and OCB scales were ignored for the rigorously and the consistency of the present study to the literature. Due to the limitations above, the findings have restricted potential in contributing any psychometric studies.

6.3. Implications for Management

Organizational policy implementations and practices are crucial in order to encourage citizenship behaviors in the workplace. The results of the present study suggest that socially responsible practices help employees to form a psychological internal bond with the organization. Sound CSR principles were found to be an adding factor on developing trustworthy reputation by serving the internal values of employees. In such situations, a comforting and safe zone forms among parties, thus the frequency of generosity and honest communication would be increased. As supported by the managers' characteristics, trustworthy perceptions result in positive reciprocal attitudes and behaviors among employees and therefore, in this safe zone, employees tend to readily engage in OCBs. The validity of these effects between constructs is important and should not be neglected in the Turkish business environment.

The research findings supported that the higher levels of perceived CSR have a positive impact on trustworthiness of the organization and result in the exhibition of citizenship behaviors. Trustworthiness of the upper management is an important factor fostering citizenship behaviors in the workplace and managers should acknowledge the contribution of citizenship behaviors to the efficient and effective functioning of the organization. The more employees feel that their managers are trustworthy, the more they are likely to exhibit OCBs in the Turkish business environment due to its relationship-oriented culture (e.g., Öztürk, 2010; Berkman & Özen, 2008; Hofstede, 1980). Managers should be aware of the potential outcomes of building sincere and understanding relationships with subordinates. In order to contribute to the organization by means of social functioning, it is important to state that managers have to strive to achieve a

socially easy-going workplace climate by supporting open expression and engaging in benevolent actions when necessary.

Besides the highly important influence of managers, the content of the CSR activities supported by the organization also has a significant impact on how employees feel towards the upper management, and therefore, how they perceive the organization as a whole. Socially responsible practices of the organization stimulate the internal values of all stakeholders in order to present a prestigious and benevolent image. Consequently, employees, as one of the most important internal stakeholders, will evaluate the congruency between the responsibility efforts of their organization and their personal values. Meaningful efforts in CSR domain result in OCBs and increase the likelihood of OCBs and contribute to how much trustworthy the organization is perceived. Moreover, workplace satisfaction, which motivates employees to engage in OCBs, will be increased through the subjective evaluation of employees on the personality of the organization (Arıkan, 2011; Appelbaum et al., 2004) which can be improved with CSR exercises and trustworthiness perceptions. Satisfied and motivated employees are more likely to share their ideas, help others in need, ignore small inconveniences, bring new approaches, and such behaviors will improve the overall workplace quality.

This study targeted white-collar workers due to their importance in manufacturing industries. In the Turkish work environment, when compared to blue-collar workers, white-collar workers are more likely to produce an idea or design which might contribute to the development of the organization (Öztürk, 2010). Hence, managerial occupations are required to “take great care with how they manage their knowledge workers” (Öztürk, 2010, p. 95). Management should adapt its implementations and policies to provide a trustworthy workplace for better organizational performance. OCBs can be further fostered with HRM policies that emphasize the importance of the perceptions of employees and CSR practices.

6.4. Implications for Future Research

The present study is an attempt to investigate the relationship between perceived CSR, trustworthiness, and organizational citizenship behavior. It contributed to the literature and serves as a source for future studies in relevant

contexts. To highlight the consequences of OCBs, it would probably be true to state that citizenship behaviors improve organizational performance on both social and technical functioning mechanisms (e.g., Katz, 1964; Singh & Srivasta, 2016; Organ, 1988). Hence, OCBs crucially support the achievement of organization goals. The relationship between CSR implementations, organizational citizenship behavior, and trustworthiness have insufficient number of studies incorporating these constructs together, therefore it can be an area of interest in the future.

In this thesis, mostly, technically skilled employees were examined. White-collar workers with at least a university degree were comprising the sample, and the organizational structure of these companies was institutionalized. The majority of respondents stated that their companies put effort into implementing CSR policies and practices. These demographic characteristics weaken the generalizability potential of this study. Besides, the current study was conducted in the Turkish work environment hence, future research should be conducted with different sample characteristics in Turkey to provide comparable and relevant data. Such different sample characteristics should include different sectors, organizational size, educational level, and organizational structure. Moreover, in order to prevent data collection method limitations, peer evaluation or supervisor evaluation may be used to eliminate self-reporting tendency towards distorting sincere data by trying to stay consistent on responses. Since in this thesis, an online survey method was conducted to collect data due to the pandemic conditions, a paper and pen based version of the questionnaire may provide different reliability results. Such study would provide a wider view for the scope of CSR and OCB incorporating trustworthiness.

The mediation effect was not found to be valid in the present study although the constructs are related. This discrepancy might have been due to the relevancy of trustworthiness measurement instrument to previously conducted studies, another measurement instrument may be used in order to test these associations between constructs. Accordingly, another proposed dimensional aspect of trustworthiness is that trustworthiness has two components which are cognition-based and affect-based dimensions (Colquitt et al., 2007). Since many scholars agree on the convergence of benevolence and integrity on the same factor (e.g., Colquitt et al., 2007; Rousseau et al., 1998; McAllister, 1995; Lewis & Weigert,

1985), other dimensional views might be beneficial to provide different results. In another study conducted by Akdoğan and Köksal (2014), trust to the upper management was found to mediate the relationship between the perceptions of insiders and citizenship behaviors. The indirect effect of trust may yield different outcomes, therefore, the mediation effect of trust may be an area of interest instead of trustworthiness perceptions. Additionally, OCB notion has many different variations. Taking self-development and individual initiative dimensions into consideration would provide a more diversified comment on the topic. In addition to that, a cross-cultural study would provide comparable information on how western and eastern state of mind have impact on the results. Subsequently, OCB construct and the consequences of OCBs may be understood better.

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APPENDICES

APPENDIX A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS

Author(s)	Number of Dimensions	Dimensions	Definitions
Bateman and Organ (1983)	1	OCB	Any of those gestures that lubricate the social machinery of the organization but that do not directly inhere in the usual notion of task performance.
Smith, Organ, and Near (1983)	2	Altruism	Behavior that is directly and intentionally aimed at helping a specific person in face-to-face situations.
		Generalized Compliance	Impersonal form of conscientiousness that does not provide immediate help to any one specific person, but rather indirectly helpful to others involved in the system.
Podsakoff, MacKenzie, Moorman, and Fetter (1990)	5	Altruism	Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem.
		Conscientiousness	Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.
		Sportsmanship	Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes."
		Courtesy	Discretionary behavior on the part of an individual aimed at preventing work-related problems with other from occurring.
		Civic Virtue	Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.
Williams and Anderson (1991)	2	OCBO	Behaviors that benefit the organization in general
		OCBI	Behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization.
Morrison (1994)	5	Altruism	Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem.
		Conscientiousness	Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth.
		Sportsmanship	Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes."
		Keeping up with changes	Keeping informed about organizational events and changes.
		Involvement	Participation in organizational functions.

**APPENDIX A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS
(CONT'D)**

Motowidlo and Van Scotter (1994)	5		Volunteering to carry out task activities that are not formally part of the job
			Persisting with extra enthusiasm when necessary to complete own task activities completely
			Helping and cooperating with others
			Following organizational rules and procedures even when it is personally inconvenient
			Endorsing, supporting, and defending organizational objectives
Podsakoff and MacKenzie (1994)	6	Altruism	Voluntary actions that help another person with a work-related problem.
		Courtesy	Actions that help prevent work-related problems with other from occurring.
		Cheerleading	Encouraging and reinforcing coworkers' accomplishments and professional development.
		Peacekeeping	Actions that help prevent, resolve, or mitigate unconstructive personal conflict.
		Civic Virtue	Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.
		Sportsmanship	Willingness of the employee to tolerate less than ideal circumstances without complaining - to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes."
Van Dyne, Graham, and Dienesch (1994)	3	Loyalty	Identification with and allegiance to an organization, transcending the parochial interests of individuals, work groups, and departments.
		Obedience	Acceptance of the necessity and desirability of rational rules and regulations governing organizational structure, job descriptions, and personal policies.
		Participation	Interest in organizational affairs guided by ideal standards of virtue, validated by an individual's keeping informed, and expressed through full and responsible involvement in organizational governance.
Moorman and Blakely (1995)	4	Interpersonal helping	Helping co-workers in their jobs when such help is needed.
		Individual Initiative	Communications to others in the workplace to improve individual and group performance.
		Personal Industry	The performance of specific tasks above and beyond the call of duty.
		Loyal Boosterism	The promotion of the organizational image to outsiders.

**APPENDIX A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS
(CONT'D)**

Van Scotter and Motowidlo (1996)	2	Interpersonal Facilitation	Interpersonally oriented behaviors that contribute to organizational goal accomplishment.
		Job Dedication	Self-disciplined behaviors such as following rules, working hard, and taking the initiative to solve a problem at work.
Farh, Earley, and Lin (1997)	5	Identification with the Company	Discretionary behavior that indicates that one responsibly participates in, is involved in, or is concerned about the life of the organization.
		Altruism toward Colleagues	Discretionary behavior that has the effect of helping others around him or her with an organizationally relevant task or problem.
		Conscientiousness	Discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, working hard, and so forth.
		Interpersonal Harmony	Discretionary behavior by an employee to avoid pursuing personal power and gain with detrimental effects on others in the organization.
		Protecting Company Resources	Discretionary behavior by an employee to avoid negative behaviors that abuse company policies and resources for personal use.
Van Dyne and Lepine (1998)	3	Helping	Cooperative behavior that is noncontroversial.
		Voice	Making innovative suggestions for change and recommending modifications to standard procedures even when others disagree.
		In-Role Behavior	Fulfilling responsibilities that are part of the job, meeting performance expectations.
Morrison and Phelps (1999)	4	In-Role Behavior	Fulfilling responsibilities that are part of the job, meeting performance expectations.
		Civic Virtue	Behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.
		Altruism	Discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem.
		Taking Charge	Felt responsibility, self-efficacy, perceptions of top management openness.

**APPENDIX A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIMENSIONS
(CONT'D)**

Podsakoff, MacKenzie, Paine, and Bachrach (2000)	7	Helping	Voluntary behaviors that help others or prevent the occurrence of work-related problems.
		Sportsmanship	Willing to tolerate inconvenience at work without complaining.
		Loyalty	Protecting the organization and spreading good will, and supporting and defending the organizational objectives.
		Compliance	Acceptance of the organization's rules, policies, and procedures.
		Individual Initiative	Activity that goes far beyond the minimally required or expected levels.
		Civic Virtue	Overall commitment to the organization.
		Self-development	Improving knowledge, skills, and abilities.
Coleman and Borman (2000)	3	Interpersonal Citizenship Performance	Benefiting other organizational members.
		Organizational Citizenship Performance	Benefiting the organization.
		Job-task Citizenship Performance	Extra effort, persistence in the job, dedication to the job, and the desire to maximize one's own job performance.

APPENDIX B. ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

The following statements are intended to understand your attitudes and feelings in the work environment. There are no right or wrong answers for these questions. Please choose to what extent the following statements reflect your behavior in the workplace.

1. I help other who have heavy workloads.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. I am the classic “squeaky wheel” that always needs greasing.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3. I believe in giving an honest day’s work for an honest day’s pay.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. I consume a lot of time complaining about trivial matters.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I try to avoid creating problems for co-workers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. I keep abreast of changes in the organization.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. I tend to make "mountains out of molehills".				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. I consider the impact of my actions on coworkers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. I attend meetings that are not mandatory, but are considered important.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10. I am always ready to lend a helping hand to those around me.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. I attend functions that are not required, but help the company image.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12. I read and keep up with organization announcements, memos, and so on.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. I help others who have been absent.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14. I do not abuse the rights of others.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. I willingly help others who have work related problems.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16. I always focus on what's wrong, rather than the positive side.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17. I take steps to try to prevent problems with other workers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18. My attendance at work is above the norm.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19. I always find fault with what the organization is doing.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20. I am mindful of how my behavior affects other people's jobs.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
21. I do not take extra breaks.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
22. I obey company rules and regulations even when no one is watching.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

23. I help orient new people even though it is not required.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

24. I am one of the most conscientious employees.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

APPENDIX C. ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ

Aşağıdaki maddeler iş ortamındaki duygu ve düşüncelerinizi anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Aşağıdaki ifadelerin iş yerindeki davranışlarınızı ne oranda yansıttığını seçiniz.

1. İş yükü ağır olanlara yardım ederim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

2. "Ağlamayan bebeğe meme verilmez" tabirindeki bebek gibi davranırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

3. Aldığım paranın hakkını vermem gerektiğine inanırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

4. Önemsiz konular hakkında yakınlıkta çok vakit harcarım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

5. Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

6. Gelişmeleri düzenli olarak takip eder ve haberdar olurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

7. Pireyi deve yapma eğilimindeyimdir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

8. Hareketlerimin iş arkadaşlarımda yaratabileceği etkiyi göz önünde bulundururum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

9. Zorunlu olmasa da önemli toplantılara katılırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

10. İş arkadaşlarıma yardım etmeye her zaman hazırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

11. Katılmam zorunlu olmadığı halde firma imajının yararına olarak faaliyetlere katılırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

12. Firma ile ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

13. İşe gelememiş arkadaşlarıma yardım ederim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

14. Başkalarının haklarını ihlal etmem.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

15. İşle ilgili sorunları olan iş arkadaşlarıma kendi isteğimle yardım ederim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

16. Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

17. Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

18. İşe devamlılığım ortalamanın üstündedir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

19. Firmanın yaptıkları ile ilgili daima bir kusur bulurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

20. Davranışlarımla diğer insanların işlerini nasıl etkilediğimi göz önüne alırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

21. Fazladan mola vermem.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

22. Kimse görmese de firmanın kurallarına ve düzenlemelerine uyarım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

23. Zorunlu olmadığım hale işe yeni başlayanların uyum sağlamalarına yardımcı olurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

24. En vicdanlı çalışanlardan biriyimdir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

APPENDIX D. TRUSTWORTHINESS SCALE

The following statements are intended to understand your feelings and thoughts towards senior management. There are no right or wrong answers for these questions. Please choose to what extent the following statements reflect your views on senior management.

1. Top management is very capable of performing its job.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. Top management is very concerned about my welfare.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. Top management has a strong sense of justice.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. Top management is known to be successful at the things it tries to do.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. My needs and desires are very important to top management.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. I never have to wonder whether top management will stick to its word.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. Top management has much knowledge about the work that needs to be done.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. Top management tries hard to be fair in dealings with others.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. I feel very confident about top management's skills.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

10. Top management would not knowingly do anything to hurt me.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

11. Top management's actions and behaviors are not very consistent.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. Top management has specialized capabilities that can increase our performance.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

13. I like top management's values.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. Top management really looks out for what is important to me.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15. Top management is well qualified.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16. Sound principles seem to guide top management's behavior.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17. Top management will go out of its way to help me.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

APPENDIX E. GÜVENİLİRLİK ÖLÇEĞİ

Aşağıdaki maddeler üst yönetime karşı olan duygu ve düşüncelerinizi anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Aşağıdaki ifadelerin üst yönetim hakkındaki düşüncelerinizi ne oranda yansıttığını seçiniz.

1. Üst yönetim işini icra etmekte gayet mukteldir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
2. Üst yönetim benim refahımla yakından ilgilidir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
3. Üst yönetim, güçlü bir adalet anlayışına sahiptir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
4. Üst yönetim yapmaya çalıştığı şeylerdeki başarısı ile bilinir/tanınır.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
5. İstek ve ihtiyaçlarım üst yönetim için oldukça önemlidir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
6. Üst yönetimin sözüne sadık kalıp kalmayacağı hakkında asla endişelenmem gerekmiyor.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

7. Üst yönetim, yapılması gereken işler hakkında son derece bilgilidir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
8. Üst yönetim, başkalarıyla olan ilişkilerinde adil olmak için çok çaba sarf eder.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
9. Üst yönetimin becerilerine oldukça güveniyorum.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
10. Üst yönetim isteyerek beni incitecek/rencide edecek bir şey yapmaz.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
11. Üst yönetimin eylemleri ve davranışları pek tutarlı değil.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
12. Üst yönetim bizlerin performansını arttırıcı becerilerde uzmanlaşmıştır.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
13. Üst yönetimin ilkelerini beğeniyorum.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
14. Üst yönetim benim için önem arz eden olguları göz önünde bulundurur.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

15. Üst yönetim son derece niteliklidir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

16. Üst yönetimin tutumlarını sağlam prensiplerin belirlediği görülmektedir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

17. Üst yönetim bana yardımcı olmak için zahmete girer.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

APPENDIX F. CSR SCALE

The following statements are intended to understand how relevant your employer company is to corporate social responsibility. There are no right or wrong answers for these questions. Please choose to what extent the following statements reflect the attitude of your employer.

1. Our company participates to the activities which aim to protect and improve the quality of the natural environment.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. Our company makes investment to create a better life for the future generations.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. Our company implements special programs to minimize its negative impact on the natural environment.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. Our company targets a sustainable growth which considers to the future generations.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. Our company supports the non-governmental organizations working in the problematic areas.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. Our company contributes to the campaigns and projects that promote the well-being of the society.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. Our company encourages its employees to participate to the voluntarily activities.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
8. Our company policies encourage the employees to develop their skills and careers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. The management of our company primarily concerns with employees' needs and wants.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
10. Our company implements flexible policies to provide a good work and life balance for its employees.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. The managerial decisions related with the employees are usually fair.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12. Our company supports employees who want to acquire additional education.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13. Our company protects consumer rights beyond the legal requirements.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. Our company provides full and accurate information about its products to its customers.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15. Customer satisfaction is highly important for our company.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
16. Our company always pays its taxes on a regular and continuing basis.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17. Our company complies with the legal regulations completely and promptly.				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

APPENDIX G. KSS ÖLÇEĞİ

Aşağıdaki maddeler işveren şirketinizin kurumsal sosyal sorumluluk ile ne kadar ilgili olduğunu anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Aşağıdaki ifadelerin işveren firmanızın tutumunu ne oranda yansıttığını seçiniz.

1. Şirketimiz doğal çevreyi korumaya ve geliştirmeye dönem faaliyetlere aktif olarak katılmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

2. Şirketimiz gelecek nesillere yönelik sosyal yatırımlar yapmaya çalışır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

3. Şirketimizde çevreye olan olumsuz etkileri azaltan çeşitli programlar uygulanmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

4. Şirketimiz, gelecek nesilleri de gözetken bir sürdürülebilir büyümeyi hedefler.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

5. Şirketimiz değişik alanlarda çalışan dernek ve vakıfları, çeşitli yollarla teşvik eder.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

6. Şirketimiz topluma katkı sağlayacak organizasyon ve projelere katkı sağlamaya çalışmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

7. Şirketimizde tüm çalışanların gönüllü çalışmalara ve hayır kurumu faaliyetlerine katılması teşvik edilir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

8. Şirketimiz çalışanların yeteneklerini ve kariyerlerini geliştirmelerini teşvik edici politikalara sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

9. Şirketimiz, çalışanların istek ve ihtiyaçlarına önem veren bir yönetime sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

10. Şirketimiz, çalışanların iş-özel yaşam dengesini kurmalarını sağlayan esnek politikalar uygular.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

11. Yönetimin çalışanlar hakkında aldığı kararlar genellikle adildir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

12. Şirketimiz, eğitim almak isteyen çalışanlarını destekler.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

13. Şirketimiz, tüketici hakları konusunda yasal düzenlemelerin ötesinde bir duyarlılığa sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

14. Şirketimiz, ürün veya hizmetleri hakkında müşterilere tam ve doğru bilgi sunmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

15. Şirketimiz müşteri memnuniyetine büyük önem verir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

16. Şirketimiz, her zaman vergilerini zamanında ve eksiksiz öder.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

17. Şirketimiz, devlete karşı yasal yükümlülüklerini zamanında ve eksiksiz yerine getirmeye önem verir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

APPENDIX H. ARAŞTIRMA FORMU

GİRİŞ

Değerli katılımcı, bu çalışma Orta Doğu Teknik Üniversitesi İşletme Bölümü öğretim görevlisi Prof. Dr. Semra F. Aşcıgil danışmanlığında yüksek lisans öğrencisi Mehmet Serhan Bezci tarafından yürütülmektedir.

Bu araştırmanın amacı, iş ortamında çalışanların kurumsal sosyal sorumluluk algılarının kurumsal güven ve örgütsel vatandaşlık davranışı ile olan ilişkisini incelemek ve etkilerini yordamak adına bir ölçüm aracı sunmaktır. Alt kademe çalışan algılarının ölçülmesi hedeflendiği için şirketin karar mekanizmasında söz sahibi olanlar ve yönetici konumunda olan orta ve üst kademe çalışanlar ankete katılmamalıdır. Bu çalışmaya katılmak tamamen gönüllülük esasına dayalıdır. Araştırmadaki veriler tamamen gizli tutulacaktır ve katılımcılardan elde edilecek bilgiler yalnızca bilimsel amaçla kullanılmak üzere toplu olarak değerlendirilecektir.

Bu anket 4 ayrı bölümden oluşmaktadır ve yaklaşık 15 dakika sürmektedir. Anketteki soru ve ifadelerin doğru veya yanlış cevabı yoktur. İşveren firmanız ile ilgili olarak işyerindeki duygu ve düşüncelerinizin ölçülmesi amaçlanmaktadır. Araştırma bulgularının doğru yorumlanabilmesi için soruların tarafsız ve samimi bir şekilde doldurulması çok önemlidir. Bunu gerçekleştirebilmek için sizden beklenen, gerçek düşüncelerinizi açık olarak ifade etmenizdir. Araştırmada herhangi bir kimlik bilgisi talep edilmemekle birlikte, anket dolduranın kim olduğu değil, sorulara verilen cevaplar önemlidir. Araştırmaya katılmayı reddedebilir veya herhangi bir aşamada çalışmayı bırakabilirsiniz. Bu araştırmanın gerçekleştirilmesine zaman ayırarak destek olduğunuz ve katkıda bulunduğunuz için şimdiden teşekkür eder, çalışmalarınızda başarılar dilerim. Bu çalışma hakkında daha fazla bilgi almak için Mehmet Serhan Bezci ile mehmet.bezci@metu.edu.tr adresinden iletişime geçebilirsiniz.

I. BÖLÜM

Bu bölümde veri sınıflandırması yapılabilmesi için demografik sorular yer almaktadır.

1. Hangi yaş grubuna aitsiniz?

- 18-24
- 25-34
- 35-44
- 45-54
- 55 ve üstü

2. Cinsiyetiniz?

- Erkek
- Kadın

3. Eğitim durumunuz? (Birini işaretleyiniz)

- İlkokul
- Ortaokul
- Lise
- Önlisans
- Lisans
- Yüksek lisans
- Doktora

4. Çalıştığınız sektör?

5. Bu firmada çalışmakta olduğunuz pozisyonu hangi ifade daha iyi yansıtır?

- Çalışan (Teknik eleman, eğitmen, idari personel, uzman, mühendis, sorumlu, iş analisti, görevli, asistan, denetmen vb.)
- Üst düzey çalışan (Yönetici veya yönetici yardımcısı)
- Diğer

6. Firmanızdaki çalışan sayısı?

- 1-49
- 50-249
- 250-999
- 1000+

7. Bu firmadaki toplam hizmet süreniz (Ay olarak)?

8. Tüm çalışma hayatınızı göz önüne alarak toplam iş tecrübeniz kaç yıldır?

- 1 yıldan az
- 1-5 yıl arası
- 5-10 yıl arası
- 10 yıl ve üstü

9. Şirketimizce sosyal konulara çözüm olmak üzere geliştirilmiş, çalışanların katılmasının gönüllülük esasına dayalı olduğu sosyal içerikli veya sivil toplum kuruluşu faaliyetleri şirket tarafından desteklenmekte ve örgütlenmektedir.

- Evet
- Hayır

10. Aşağıdaki ifadelerin hangileri gönüllülük esasına dayalı faaliyetlere katılımınızı yansıtmaktadır?

- Şirketin destekleyerek örgütlediği gönüllü çalışmalara katılıyorum.
- Şirketin desteğinden bağımsız olarak gönüllü çalışmalara katılıyorum.
- Herhangi bir gönüllü çalışmaya katkıda bulunmuyorum.

II. BÖLÜM

Aşağıdaki maddeler iş ortamındaki duygu ve düşüncelerinizi anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Aşağıdaki ifadelerin iş yerindeki davranışlarınızı ne oranda yansıttığını seçiniz.

1. İş yükü ağır olanlara yardım ederim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

2. "Ağlamayan bebeğe meme verilmez" tabirindeki bebek gibi davranırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

3. Aldığım paranın hakkını vermem gerektiğine inanırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

4. Önemsiz konular hakkında yakınlık çok vakit harcarım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

5. Çalışma arkadaşlarıma sorun çıkartmaktan kaçınırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

6. Gelişmeleri düzenli olarak takip eder ve haberdar olurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

7. Pireyi deve yapma eğilimindeyimdir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

8. Hareketlerimin iş arkadaşlarımla üzerinde yaratabileceği etkiyi göz önünde bulundururum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

9. Zorunlu olmasa da önemli toplantılara katılırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

10. İş arkadaşlarıma yardım etmeye her zaman hazırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

11. Katılmam zorunlu olmadığı halde firma imajının yararına olarak faaliyetlere katılırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

12. Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

13. İşe gelememiş arkadaşlarıma yardım ederim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

14. Başkalarının haklarını ihlal etmem.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

15. İşle ilgili sorunları olan iş arkadaşlarıma kendi isteğimle yardım ederim.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

16. Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

17. Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

18. İşe devamlılığım ortalamanın üstündedir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

19. Firmanın yaptıkları ile ilgili daima bir kusur bulurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

20. Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

21. Fazladan mola vermem.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

22. Kimse görmese de firmanın kurallarına ve düzenlemelerine uyarım.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

23. Zorunlu olmadığım hale işe yeni başlayanların uyum sağlamalarına yardımcı olurum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

24. En vicdanlı çalışanlardan biriyimdir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

III. BÖLÜM

Aşağıdaki maddeler üst yönetime karşı olan duygu ve düşüncelerinizi anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Aşağıdaki ifadelerin üst yönetim hakkındaki düşüncelerinizi ne oranda yansıttığını seçiniz.

1. Üst yönetim işini icra etmekte gayet muktedirdir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

2. Üst yönetim benim refahımla yakından ilgilidir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

3. Üst yönetim, güçlü bir adalet anlayışına sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

4. Üst yönetim yapmaya çalıştığı şeylerdeki başarısı ile bilinir/tanınır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

5. İstek ve ihtiyaçlarım üst yönetim için oldukça önemlidir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

6. Üst yönetimin sözüne sadık kalıp kalmayacağı hakkında asla endişelenmem gerekmiyor.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

7. Üst yönetim, yapılması gereken işler hakkında son derece bilgilidir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

8. Üst yönetim, başkalarıyla olan ilişkilerinde adil olmak için çok çaba sarf eder.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

9. Üst yönetimin becerilerine oldukça güveniyorum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

10. Üst yönetim isteyerek beni incitecek/rencide edecek bir şey yapmaz.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

11. Üst yönetimin eylemleri ve davranışları pek tutarlı değil.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

12. Üst yönetim bizlerin performansını artırıcı becerilerde uzmanlaşmıştır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

13. Üst yönetimin ilkelerini beğeniyorum.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

14. Üst yönetim benim için önem arz eden olguları göz önünde bulundurur.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

15. Üst yönetim son derece niteliklidir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

16. Üst yönetimin tutumlarını sağlam prensiplerin belirlediği görülmektedir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

17. Üst yönetim bana yardımcı olmak için zahmete girer.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

IV. BÖLÜM

Aşağıdaki maddeler işveren şirketinizin kurumsal sosyal sorumluluk ile ne kadar ilgili olduğunu anlamaya yöneliktir. Sorular için doğru ya da yanlış cevap yoktur. Aşağıdaki ifadelerin işveren firmanızın tutumunu ne oranda yansıttığını seçiniz.

1. Şirketimiz doğal çevreyi korumaya ve geliştirmeye dönem faaliyetlere aktif olarak katılmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

2. Şirketimiz gelecek nesillere yönelik sosyal yatırımlar yapmaya çalışır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

3. Şirketimizde çevreye olan olumsuz etkileri azaltan çeşitli programlar uygulanmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

4. Şirketimiz, gelecek nesilleri de gözetken bir sürdürülebilir büyümeyi hedefler.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

5. Şirketimiz değişik alanlarda çalışan dernek ve vakıfları, çeşitli yollarla teşvik eder.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

6. Şirketimiz topluma katkı sağlayacak organizasyon ve projelere katkı sağlamaya çalışmaktadır.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

7. Şirketimizde tüm çalışanların gönüllü çalışmalara ve hayır kurumu faaliyetlerine katılması teşvik edilir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

8. Şirketimiz çalışanların yeteneklerini ve kariyerlerini geliştirmelerini teşvik edici politikalara sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

9. Şirketimiz, çalışanların istek ve ihtiyaçlarına önem veren bir yönetime sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

10. Şirketimiz, çalışanların iş-özel yaşam dengesini kurmalarını sağlayan esnek politikalar uygular.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

11. Yönetimin çalışanlar hakkında aldığı kararlar genellikle adildir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

12. Şirketimiz, eğitim almak isteyen çalışanlarını destekler.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

13. Şirketimiz, tüketici hakları konusunda yasal düzenlemelerin ötesinde bir duyarlılığa sahiptir.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

14. Şirketimiz, ürün veya hizmetleri hakkında müşterilere tam ve doğru bilgi sunmaktadır.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
15. Şirketimiz müşteri memnuniyetine büyük önem verir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
16. Şirketimiz, her zaman vergilerini zamanında ve eksiksiz öder.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum
17. Şirketimiz, devlete karşı yasal yükümlülüklerini zamanında ve eksiksiz yerine getirmeye önem verir.				
1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsız	Katılıyorum	Tamamen Katılıyorum

APPENDIX I. APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARASTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



ORTA DOĞU TEKNİK ÜNİVERSİTESİ
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23 AĞUSTOS 2021

Konu : Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi : İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Prof. Dr. Semra F. Aşçıgil

Danışmanlığınızı yürüttüğünüz Mehmet Serhan Bezci'nin "Kurumsal Sosyal Sorumluluk Algılarının Örgütsel Vatandaşlık Davranışına Etkisi: Güvenilirliğin Aracılık Rolü" başlıklı araştırmanız İnsan Araştırmaları Etik Kurulu tarafından uygun görülmüş ve 351-ODTU-2021 protokol numarası ile onaylanmıştır.

Saygılarımızla bilgilerinize sunarız.

Prof. Dr. Mine MISIRLISOY
İAEK Başkan

APPENDIX J. TURKISH SUMMARY / TÜRKÇE ÖZET

Dünyamızdaki hızlı değişim nedeniyle, organizasyonlar da hayatta kalabilmek için hem teknik hem de sosyal normlarda buna göre değişmeli ve yeni teknolojilere veya yöntemlere uyum sağlamalıdır. Değişimle başa çıkılırken organizasyonun paydaşları etkilenebilir, bu nedenle uyum sürecinde göz önünde bulundurulmalıdır. İç paydaşlardan biri olan çalışanlar, bir organizasyonun hayatta kalması ve başarısı için çok önemlidir. Buna paralel olarak, yöneticiler de kaliteli ve işbirliğine dayalı bir çalışma kültürü ile desteklenen bir çalışma ortamı yaratmaya çalışmalıdır. Bu sayede çalışanlar işyerinde ellerinden gelenin en iyisini yapmaya motive edilecek ve işyerinde vatandaşlık davranışlarının sergilenmesi teşvik edilecektir. Hızla gelişen makro-çevresel değişimlere uyum sağlanırken çalışanlar göz önünde bulundurulmalı ve uyum süreci işyerinde rahatsızlık veya motivasyon kaybı yaratmamalıdır (Ünüvar, 2006; Organ ve diğerleri, 2006). Kurumsal sosyal sorumluluk (KSS) ve örgütsel vatandaşlık davranışı (ÖVD) küreselleşmenin hızı sürekli arttığından dolayı hem ticari hem de kamu kuruluşları için önemli bir iş yönü olmuştur. ÖVD ve KSS'nin sonuçlarını araştıran çok sayıda çalışma vardır, fakat bunların güvenilirlik algılarıyla ilişkileri nispeten az çalışılmıştır. Buradan yola çıkarak tezin araştırma sorusu ortaya çıkmıştır. Bu soru “Çalışanların KSS ve güvenilirlik algıları ÖVD’leri etkiler mi?” olarak belirlenmiştir.

Araştırma sorusuna paralel olarak literatür araştırmasına başlanmıştır. İlk olarak bu kavramlar ve alakalı konular incelenmiştir. Dolayısıyla KSS'nin çıkışı ve gelişimi ilk araştırılan konu olmuştur. 50'li yıllarda Howard Bowen (1953) iş adamlarının toplumsal değerlere ve beklentilere göre arzu edilen kararları almak ve politikaları izlemek zorunda olduklarını belirtmiştir. 60'lı yıllarda Keith Davis (1960) tarafından takip edilerek iş adamlarının ekonomik ve teknik çıkarlarının ötesinde hareket etmeleri gerektiğine değinilmiştir. Bu, bir kuruluşun sorumluluklarını net bir şekilde ortaya koymamaktaydı fakat kuruluşların düzgün bir vatandaş gibi adil ve dürüst davranması gerektiğini ima ediyordu. 1979 yılında bu alanda önde gelen bir araştırmacı olan Archie B. Carroll, kendi sosyal sorumluluk modelini ekonomik, yasal, etik ve isteğe bağlı sorumluluklar olmak

üzere dört boyuta ayırarak önermiştir. KSS'nin bu dört boyutlu yapısında ekonomik sorumluluklar, toplumun işletmelerin mal üretmesi ve kârlı bir şekilde satması konusundaki beklentilerini ifade eder. Hukuki sorumluluklar, yönetim ve uygulamada esas olarak hukuka ve mevzuata uygunluk olarak belirtilmektedir. Etik sorumluluklar, toplumun bir işletmenin davranışlarına yansıtmasını beklediği sosyal normlar ve değerler olarak tanımlanmaktadır. İsteğe bağlı sorumluluklar ise toplumun net bir beklenti sağlamadığı alanlarda toplum yararına yapılan gönüllü faaliyetler olarak tanımlanmıştır. Ekonomik ve yasal sorumluluklar, işletmenin kendisi için yaptıkları olarak kabul edilirken etik ve isteğe bağlı sorumluluklar, işletmenin başkaları için yaptıkları olarak kabul edilmektedir. Ardından, Carroll (1983) 4 boyutlu KSS tanımını revize ederek isteğe bağlı sorumlulukları gönüllü veya hayırsever sorumluluklar olarak değiştirmiştir. Bir işletmenin topluma isteyerek kaynak katkısında bulunması gerektiğini belirtmiştir. Bu nedenle KSS'ye gönüllülük anlayışını yerleştirmiştir.

Son olarak KSS konusunda, Dünya Sürdürülebilir Kalkınma İş Konseyi'ne (2005) göre KSS, iş dünyasının, yaşam kalitelerini iyileştirmek için çalışanlar, aileleri, yerel topluluk ve genel olarak toplumla birlikte çalışarak sürdürülebilir ekonomik kalkınmaya katkıda bulunma taahhüdüdür. Avrupa Konseyi'ne (2005) göre KSS, şirketlerin sosyal ve çevresel kaygıları ticari faaliyetlerine ve paydaşlarla olan etkileşimlerine gönüllü olarak entegre ettikleri bir fikirdir.

Bir kurumun hangi grup veya bireylere karşı sorumluluğunun bulunduğu Paydaş teorisi ile açıklanmaktadır. Paydaş teorisinin babası olarak kabul edilen Edward Freeman'a (1984) göre paydaş, "firmanın hedeflerine ulaşmasını etkileyebilen veya bundan etkilenen herhangi bir grup veya bireydir" (s. 25). Tanıma göre, bir paydaşın kim olabileceği fikri geniş bir kapsamdır. Ancak, genel olarak hükümet, yerel topluluk, müşteriler, rakipler, çalışanlar, medya, çevre, tedarikçiler, hissedarlar ve alacaklılar en yaygın paydaş grupları arasındadır. Paydaş teorisi, tek bir paydaş grubuna odaklanma fikrini reddederek, paydaşların talepleri çelişse bile, asıl amacın finansal ve ahlaki hedefler arasında bir denge sağlamak olduğunu önermektedir. Tezimde çalışanlar, örgütün başarısı üzerinde önemli etkiye sahip oldukları için hedef paydaş grubu olarak seçilmiştir. Çalışanlar, kuruluş adına yatırımcılar, tedarikçiler, müşteriler ve diğer paydaşlarla irtibat

kurar. Paydaş teorisi, bir şirketin uzun vadede değerinin çalışanlarının teknik bilgi, yetenek ve işe bağlılığına bağlı olduğunu öne sürer. Çalışanlar kurumun bir üyesi olarak kabul edilmektedir (Rupp ve diğerleri, 2006). Collier ve Esteban (2007), bir organizasyonun ana yükünü taşıyanların çalışanlar olduğunu öne sürerek bu paydaş grubunun önemine vurgu yapmıştır. Bu nedenle örgütsel başarı, öncelikle çalışanlarının teknik ve sosyal becerilerine bağlıdır.

Güven konusu daha önce çeşitli araştırma alanlarında bulunmuştur. Akademisyenler, güvenin örgütsel ve kişisel gibi farklı bağlamlardaki rolünü açıklamak için kendi yorumlarını sunmuşlar. Güvenilirliğin ne demek olduğunu anlamak için güvenin ne demek olduğunu anlamak gerekmektedir. Deutsch (1958) güvenin anlamının kullanım şekline ve yerine göre farklılık gösterdiğini belirtmiştir. Bir kişiye güvenileceği gibi bir işletmeye veya bir ürüne de güvenilebileceğinden bahsetmiştir. Güvenin varlığında bir karşılığın olacağına dair bir beklenti olduğunu söyledi.

Mayer ve diğerleri (1995) güveni, bir tarafın, diğer bir tarafın güvenen için önemli olan belirli bir eylemi gerçekleştireceği beklentisine dayalı olarak diğer tarafın eylemlerine karşı savunmasız olma gönüllülüğü olarak tanımlamıştır. Daha sonra Rousseau ve diğerleri (1998) güvenin “psikolojik bir durum” olduğunu ileri sürmüşlerdir. Güveni, bir davranış ya da seçim değil, bir başkasının eylemlerine neden olabilen ya da bunlardan kaynaklanabilen altta yatan bir psikolojik durum olarak tanımlamışlardır. Mayer ve diğerleri (1995), bir tarafın güvenilirliğine atıfta bulunurken 3 boyutlu bir yapı kullanmıştır. Bu boyutlar, bir tarafın yeterliği, yardımseverliği ve bütünlüğüdür. Yeterlik, teknik yeterlilik olarak tanımlanır. Bir kişinin teknik yeterliliği, kişinin bilgili bir şekilde konuşmasına veya belirli bir alanda yetkiye sahip olmasını sağlar. Yardımseverlik, başkalarının ihtiyaçlarını önemseme ve gözetme yeteneği olarak tanımlanır ve güvenilen tarafın eylemlerinin benmerkezci yönelimden uzak olması beklenir. Bütünlük, temel olarak, birinin bir dizi ilke veya değere göre hareket etmesi anlamına gelir, yani davranış ve söylem uyumu ve dürüstlük demektir.

Güven ile güvenilirlik, Mayer ve Davis'e (1990) göre birbirinden ayrı ele alınması gerekmektedir fakat birçok araştırmacı güven ve güvenilirliği birbirinin yerine kullanmıştır ve güvenin bireylerin diğer tarafın güvenilirliğini nasıl

algıladıklarının bir sonucu olarak görüldüğünü belirtmiştir (Pan ve Chiou, 2011). Güvenilirlik, daha önce bir tarafın karakter özellikleri ve teknik yeterliliği ile alakalı algılar olarak tanımlanmıştır (örn., Frazier ve diğerleri, 2009; Colquitt ve diğerleri, 2007; Mayer ve Davis, 1999; Rousseau ve diğerleri, 1998; Gabarro, 1978). Colquitt ve diğerleri (2007) bu güvenilirlik yapısının aslında üç farklı boyut ile iki farklı boyut ölçtüğünü belirtmiştir. İlki, yeterliğin bir beceri ve yetenek anlayışını yansıtmaktadır. İkincisi ise hem yardımseverlik hem de bütünlük boyutlarının bir kişisel özellik olduğunu yansıtmaktadır. Bazı akademisyenler hem yardımseverlik hem de dürüstlük boyutlarının karakteristik bir bileşeni ölçtüğünü, dolayısıyla yardımseverlik ve dürüstlük ayrımı yerine güvenilirliğini biliş ve duygu temelli bakış açısıyla ifade etmeyi tercih ettiklerini belirtmişlerdir (örn., Colquitt ve diğerleri, 2007; Rousseau ve diğerleri, 1998; McAllister, 1995; Lewis ve Weigert, 1985). Bireylerin başka bir tarafın ne kadar güvenilir olduğuna yönelik algıları güvenme kararını oluşturur (Frazier ve diğerleri, 2009; Mayer ve Davis, 1999; Rousseau ve diğerleri, 1998; Mayer ve diğerleri, 1995). Ayrıca Sonnenberg (1994), güvenilir yöneticilerden yoksun bir işyerinin düşük çalışan bağlılığına, daha az yenilikçiliğe ve iş arkadaşları arasındaki sosyal etkileşimler üzerinde etkili olabilecek stres artışına yol açabileceğini belirtmiştir. Bu nedenle, organizasyonun idari ve işlevsel mekanizmasının buna göre etkilenmesi beklenir.

Vatandaşlık davranışlarının ilk kavramsallaştırması, Bateman ve Organ'ın (1983) örgütsel hedeflere ulaşmada daha önceki bir "yenilikçi ve anlık kendiliğinden gelişen faaliyet" (Katz ve Kahn, 1966) görüşüne dayanan tanımdır.

Katz (1964), işlemek için yalnızca önceden tanımlanmış rollere dayanan kuruluşların eninde sonunda başarısız olmasının beklendiğini belirtti. Bir fabrikadaki her çalışma grubunda, bir devlet bürosundaki herhangi bir bölümde veya bir üniversitenin herhangi bir bölümünde, sistemin çökmesine engel olacak sayısız işbirliği olduğunu öne sürmüştür (Katz, 1964). Bu işbirlikçi etkileşimler genellikle üst yönetim tarafından fark edilmez, çünkü bu eylemler için belirli sınırlar yoktur. Bununla birlikte, vatandaşlık davranışının önemi, açık bir şekilde gösterilmesine değil, örgüt genelinde kolektif birikimine dayanmaktadır. Daha sonra bu alana en önemli katkıda bulunanlardan biri olan Organ (1988), bu tür davranışların sergilenmesinde gönüllülüğün önemine vurgu yapmıştır. Vatandaşlık

davranışlarının zaman içinde istikrarlı bir şekilde gösterilmesinin, bireyin bir amir veya iş arkadaşları üzerinde bıraktığı izlenimi etkilediğini ve bunun da örgütte daha iyi bir gelecek için çalışana faydalı olabileceğini vurguladı. Örneğin, bir iş arkadaşına yardım etmek, yardımcının kişisel iş yüküyle ilgili zaman yönetimi sorunları gibi şahsi sıkıntılara yol açabilir, ancak bu tür davranışlar çalışanların çoğunluğu tarafından devamlı yapılırsa, kuruluşun tüm işleyişini iyileştirecektir. Podsakoff ve MacKenzie'ye (1997) göre, ÖVD'lerin en göze çarpan sonuçlarından bazıları ekip çalışması ile üretkenlik arasındaki bağlantıları güçlendirmesi ve çalışan motivasyonunu artırması ve alakalı olarak işlem maliyetlerini düşürmesidir.

Vatandaşlık davranışlarıyla ilgili pek çok sınıflandırma var fakat bu tezde Organ'ın (1988) 5 boyutlu yapısı temel alınmıştır. Buna göre diğerkâmlık, sivil erdem, nezaket, vicdanlılık ve sportmenlik olmak üzere 5 tür vatandaşlık davranışı vardır. Literatürde her yapının kendi mantığı ve bakış açısı vardır. Ünüvar (2006) tarafından derlenen Ek A'da en çok tanınan ÖVD boyutları yazarları ve ayrıntılı tanımları ile özetlenmiştir.

Örgüt tarafından yasalara aykırı davranış sergilemenin, çalışanlarda işyerinde güvensizlik gibi huzursuzluk ya da örgütün doğruluğuna yönelik şüpheler uyandırarak güvenilirliğini düşürmesi beklenir (Lin, 2010). Doğan ve Karataş'a (2013) göre çalışanlar, işveren örgütlerinin etik konulara bilinçli yaklaşmasını beklemektedir. Bir organizasyonun sorumluluklarını yerine getirerek ve paydaşlarının taleplerini karşılayarak kendi değerine ve güvenilir prestijine katkıda bulunduğunu vurgulamışlardır.

KSS ve ÖVD terimleri arasındaki tartışma eski bir tartışma değildir. Hansen ve diğerleri (2011), sosyal sorumluluk algısının sadece çalışanlara değil, aynı zamanda kurum dışındaki insanlara ve çevreye karşı da bir izlenim oluşturduğuna ve bunun sonucu olarak ortaya çıkan davranışsal sonuçların önemine vurgu yapmıştır. Çalışanlar, Sosyal Değişim Teorisi'ne göre, işverenlerinin KSS uygulamalarını adil ve hayırsever olarak algıladıklarında, iş yerinde vatandaşlık davranışları ile karşılık vereceklerdir (Kim ve diğerleri, 2017). Öte yandan, işveren örgütünün sorumsuz eylemleri, olumsuz davranışları teşvik etmekte ve çalışanları kötü davranmaya, geç kalma, dedikodu ve hırsızlık gibi yoz eylemler sergilemeye teşvik etmektedir (Appelbaum ve diğerleri, 2007). Buna ek olarak, Lin ve diğerleri

(2010) algılanan kurumsal vatandaşlığın vatandaşlık davranışlarını artırmak için her zaman faydalı olduğunu belirtmiştir.

Sosyal değişim teorisine paralel olarak, karşılıklı ilişkilerde, bireyler ancak taraflar arasındaki ilişki faydalı olduğu durumlarda bir güven duygusu oluşturma eğilimindedir. Ve karşılıklılık duygusu, bir zamanda yapılan bir iyi eylemin alıcı tarafından büyük olasılıkla karşılık verileceğini ileri sürer; bu, işveren kuruluşunun rastgele bir iyi niyetli eyleminin çalışanları olumlu tutum ve davranışlarda bulunmaya teşvik edebileceğini gösterir. Dolayısıyla bu bulgular, sosyal değişim teorisinin vatandaşlık davranışlarını teşvik etmek için güvenilirlik algılarının varlığının gerektirdiğine işaret etmektedir. Ek olarak, bu savlar, Podsakoff ve diğerlerinin (1990) çalışanların üst yönetime olan güçlendirilmiş güveninin organizasyondaki ÖVD sonuçlarını desteklediğini gösteren bulgularıyla desteklenmiştir. Bulgulara dayanarak KSS ile ÖVD, KSS ile Güvenilirlik, Güvenilirlik ile ÖVD arasındaki ilişkiyi ve güvenilirliğin aracılık rolünü araştıran kuramsal model Şekil 2'den görülebilir.

Örnekleme, teknik ve sosyal becerilerini kullanarak işini icra eden beyaz yakalılardan seçilmiştir. Örneklem boyutu, G*Power analizi kullanılarak hesaplanmıştır ve yeterli örneklem büyüklüğü 89 olarak bulunmuştur. Örneklem kurumsallaşmış yapıya sahip ağır iş üretim firmalarından 140 beyaz yakalı çalışan içermektedir. Veriler web tabanlı anket yoluyla toplanmıştır. Katılımcılardan yaşları, cinsiyetleri, eğitim durumları, mesleki durumları, kurumsal görev süreleri, toplam görev süreleri ve sektörleri ile ilgili soruları yanıtlamaları istenmiştir. Ek olarak, anketin demografik bölümünde firma büyüklüğü ve sosyal sorumlu faaliyetlere örgütsel yaklaşım sorgulanmıştır. Daha sonra katılımcılar, algıladıkları şekliyle kuruluşlarının sosyal sorumluluk düzeyini, kuruluşun güvenilirliğini ve gerçekleştirdikleri vatandaşlık davranışlarının kapsamını derecelendirdiler. Çalışanların KSS algılarını ölçmek için Duygu Türker'in (2008) KSS ölçeğinden yararlanılmıştır. Algılanan güvenilirlik için Mayer ve Davis'in (1999) ölçeği kullanılmıştır. Ve son olarak ÖVD için Podsakoff ve diğerlerinin (1990) ölçeği kullanılmıştır.

Demografik özellikler tablosundan örneklemin çoğunluğunun 25-34 yaş aralığında olduğu ve yüksek öğrenim derecesine sahip olduğu görülmektedir.

Örneklemin yaklaşık %80'i KSS uygulayan ve 1000'den fazla çalışana sahip bir kuruluşta çalışmaktadır.

İlk olarak analizlere ölçeklerin kullanılabilirliğini test etmek amacıyla güvenilirlik analizi yapılmıştır. Nunnaly'ye (1978) göre Cronbach Alpha değeri ön araştırmalar için 0,7'den, temel araştırmalar için 0,8'den büyük olmalıdır. Bu tez temel araştırma olduğu için alt sınır olarak 0,8 alınmıştır. Tablo 3'te görüldüğü üzere sonuçlar ÖVD'nin 4 boyutunun yeterli güvenilirlik değerlerinde olmadığını, ancak ölçeğin tamamı ele alındığında yeterli olduğunu görülmektedir. Diğer ölçekler de güvenilirlik açısından yeterli bulunmuştur.

Kontrol değişkenlerini belirlemek için değişkenler arasındaki korelasyonlar incelenmiştir. Ve şirket KSS politikalarının varlığının araştırma değişkenlerinin birçoğuyla ilişkili olduğu görülmüş, bu nedenle kontrol değişkeni olarak seçilmiştir.

Tezin araştırma sorularına cevap verebilmek adına bir dizi çeşitli analizler yapılmıştır. Değişkenler arasındaki ilişkiyi analiz etmek için 2 aşamalı regresyon analizi yapılmıştır. İlk olarak, algılanan KSS ve ÖVD arasındaki ilişki incelenmiştir. Sonuçlar Tablo 15'te görüldüğü üzere algılanan KSS'nin ÖVD'ler ile pozitif ve anlamlı bir ilişkisi olduğu bulunmuştur. Daha sonra, algılanan KSS ve güvenilirlik değişkenleri incelendi. Bu işlem güvenilirliğin her bir boyutu için tekrarlanmıştır. Tablo 16, 17, 18 ve 19'den görüleceği üzere sonuçlar, algılanan KSS'nin güvenilirlik ile pozitif ve anlamlı bir şekilde ilişkili olduğunu göstermiştir. Güvenilirlik ile ÖVD'ler arasındaki ilişkiyi test etmek için yapılan regresyon analizlerinin sonuçları Tablo 20, 21, 22 ve 23'ten görülebilir. Güvenilirlik, alt boyutları ile birlikte ÖVD'ler ile pozitif ve anlamlı bir şekilde ilişkili olduğu gözlenmiştir.

Daha sonra, güvenilirliğin aracılık etkisini incelemek için Baron ve Kenny'nin (1986) aracılık yöntemi test edilmiştir. Önceki analizlerden, örneklemin aracılık yöntemi için üç ön koşulu sağladığı görülmüştür. Bağımsız değişkenin aracı ve bağımlı değişkenle önemli ölçüde ilişkili olması ve aracının da bağımlı değişken ile ilişkili olması ön koşulları sağlanmıştır. Daha sonra bağımlı değişken, bağımsız değişken ve aracı üzerine birlikte regresyon analizine sokulması ile bağımsız değişken anlamlılığını yitirmeli ve aracı bağımlı değişkenle önemli ölçüde ilişkili olmalıdır. Fakat Tablo 30'da görüldüğü üzere algılanan KSS anlamsız hale gelmedi ve güvenilirliğin anlamlı bir şekilde ÖVD ile alakalı olmadığı görülmüştür.

Güvenilirliğin boyutları için aynı analizler yapılmıştır fakat sonuçlar benzerlik göstermektedir, dolayısıyla aracılık analizi beklendiği gibi sonuç vermemiştir.

Daha sonra Andrew Hayes'in aracılık yöntemine test edilmiştir. SPSS için PROCESS makrosu kullanılmış ve PROCESS makrosu da aracılık etkisinin olmadığını ortaya koymuştur. Gizlilik aralığının üst sınırı ve alt sınırı 0'ı içermemelidir. Ancak Tablo 31'de olduğu gibi alt sınır eksi ve üst sınır 0'ın üzerinde olduğundan KSS'nin ÖVD üzerindeki dolaylı etkisi anlamsız bulunmuştur. Sonuçlar, güvenilirliğin boyutları için de benzerlik göstermektedir.

Bir dizi analizler sonucu ortaya çıkan bulgular doğrultusunda literatür karşılaştırması yapılmıştır. İlk olarak örgütsel davranış literatüründe KSS uygulamaları, işyerinde vatandaşlık davranışlarının bir yordayıcısı olarak kabul edilmiştir (örneğin, Carroll, 2015; Moorman, 1991; Organ, 1988; Podsakoff ve diğerleri, 1990). Analizler ÖVD'nin genel olarak algılanan KSS ile olumlu ve anlamlı bir şekilde ilişkili olduğunu kanıtlamıştır. Sonuçlar daha önce yapılan çalışmalar ve önerilerle uyum göstermiştir. Diğerkâmlık, kısaca işle ilgili bir görevin üstesinden gelmek için bir çalışma arkadaşına yardımcı olmak olarak tanımlanmıştır. Sivil Erdem, toplantılarda yapıcı görüşler ifade etmek gibi örgütün idari ve politik mekanizmasına dahil olmak olarak kabul edilmiştir. Nezaket, işle ilgili bir sorunun ortaya çıkmasını önlemek adına bulunulan yardımcı davranışlar olarak ifade edilmiştir. Özgeciliğin nezaketten farkı, özgeciliğin yalnızca var olan bir soruna odaklanmış olmasıdır. Nezaketin proaktif doğası, KSS kavramının temsil ettiği değerlerle örtüşmektedir. Vicdanlılık, dakiklik, kişisel temizlik ve işyerinde istekli olmak gibi düzenlemelerde ve örgüt kültüründe olması gereken asgari davranışların ötesine geçen davranış türleri olarak tanımlanmıştır. Son olarak, sportmenlik, işle ilgili bir görev veya sorun hakkında açıkça şikayet etmemek gibi önlenemez bir işyeri rahatsızlığına tolerans göstermek olarak tanımlanmıştır. Buna göre tüm bu boyutlar, KSS kavramının özüyle, iyi bir vatandaş olmak ve başkaları için bir şeyler yapmakla örtüşmektedir (Türker, 2008; Carroll, 1999; Carroll, 1991). Bu nedenle KSS uygulamaları işyerinde vatandaşlık davranışlarını tetikleyen önemli bir faktördür.

Varsayımlar doğrultusunda, bu örnekleme herhangi bir çelişkili sonuç gözlenmedi ve önceki literatürde önerildiği gibi örgütsel vatandaşlık davranışının

algılanan KSS tarafından olumlu ve anlamlı bir şekilde yordandığı bulunmuştur (örn., Carroll, 2015; Türker, 2008; Moorman, 1991). Ayrıca, bu analiz dizisi, bir kuruluşun KSS politikaları ile ÖVD'ler arasındaki ilişkiyi inceleyen ilgili literatüre katkıda bulunmuştur. Bu çalışmanın birinci bulgusu, çalışanların KSS politikalarına ilişkin algılarının, işyerinde vatandaşlık davranışları üzerinde güçlü bir etkin rolü olduğunu kanıtlamıştır.

Mayer ve Davis (1999) tarafından önerilen güvenilirlik modelini kullanarak, algılanan KSS ile algılanan güvenilirlik arasındaki ilişkiyi açıklayan analizler, algılanan KSS'nin güvenilirliğin her bir boyutunu (yeterlik, yardımseverlik ve bütünlük) olumlu ve anlamlı bir şekilde yordadığını desteklemiştir. Yeterlik, basitçe, üst yönetimin teknik yeterliliği ve belirli bir organizasyon prosedürü üzerinde yetki uygulama yeteneği olarak ifade edilmiştir. Yardımseverlik, bir tarafa karşı iyi niyet ve olumlu tutum olarak adlandırılmıştır. İyi niyetli davranış ve tutumlar, KSS uygulamalarının amacı kapsamında bir paydaş taraf lehine katkı sağlayan çabalar olduğundan KSS politikaları ile uyumludur. Ayrıca bütünlük, bir tarafın ahlaki değer uyumu ve dürüstlüğü olarak tanımlanmıştır. Bu nedenle KSS uygulamalarının açıkça ifade edilmesi ve bu uygulamaların nasıl gerçekleştirildiğine dair şeffaflık bir bütünlük göstergesidir. Bu tür nitelikler, çalışanları iş ortamını içselleştirmeye teşvik eder ve sonuç olarak iş ortamı, çalışanları motive ederek psikolojik olarak daha anlamlı hale gelir.

Sonuçlar doğrultusunda çalışanlar, yöneticileriyle olan ilişkileri aracılığıyla örgütlerinin niyet ve tutumlarını değerlendirme eğilimindedir. Üst yönetimi güvenilir ve örgütü bir ticari varlıktan fazlası olarak görmeleri için yöneticileriyle ilk elden deneyimleri önemli bir rol oynar ve duygusal değerlendirmeleri üzerinde önemli bir etkiye sahiptir. Değerlendirmeleri, üst yönetimin karar verirken gözettiği değerlere göre şekillenecektir. Yönetimsel kararlar verilirken gözetilen değerler ve düşünceler, çalışanların üst yönetimin niyetini algılamaları için önemli ölçüde etkilidir. Bu örnekte, analiz sonuçları önceki araştırmacıların bulgularıyla uyumluydu (Lin, 2010; Lee ve diğerleri, 2012; Becker, 1998; De los Salmones ve diğerleri, 2005). Bu çalışma, algılanan KSS ile çalışanların üst yönetime ilişkin güvenilirlik algıları arasındaki tek taraflı ilişkiyi doğrulamış ve bu araştırmada literatürle çelişen herhangi bir durum gözlemlenmemiştir. Daha

önceki çalışmaların öneri ve bulgularını doğrulaması nedeniyle bu çalışma, ilgili literatüre katkı sağlamıştır. Bu çalışmanın ikinci bulgusu, çalışanların KSS politikalarına ilişkin algılarının, çalışanların üst yönetimi ne kadar güvenilir olarak algıladıkları üzerinde güçlü bir etkin rolü olduğunu kanıtlamıştır.

Türkiye, işyeri kültürünün de ilişki odaklı olduğunu gösteren ulusal ve toplumsal değerleri açısından kolektivist bir yapıya sahiptir. Dolayısıyla işveren kurum ve çalışanlar arasındaki ilişki de bu kültürden etkilenmektedir (Öztürk, 2010; Ünüvar, 2006; Ölmez vd., 2004; Aycan vd., 2000). Çalışanlar ve üst yönetim arasındaki ilişki güvenin oluşmasında oldukça etkilidir. Güven ilişkisi sağlandıkça, çalışanların vatandaşlık davranışlarıyla karşılık verme olasılıkları daha yüksek olacaktır. Clugston ve diğerleri, (2000) kolektivizmi karşılıklı bağımlılık, grup içi uyumu destekleyen normlar ve kişiselleştirilmiş ilişkiler olarak tanımlamıştır. Kolektivist kültürlerde, ahlaki değerlere vurgu son derece yaygın ve önemlidir. Ahlaki değerlerin yokluğunda çalışanlar üst yönetimle bağ kuramazlar, dolayısıyla işlerine bağlılık geliştiremezler. Çalışanların üst yönetimle olan ilişkilerine karşılık olarak vatandaşlık davranışlarında bulunmaları, örgütün verimliliğine ve etkinliğine katkı sağlayacak, dolayısıyla örgütsel performans iyileşecektir (Lamsa ve Pucetaite, 2006).

Güvenilirliğin ÖVD'ler üzerindeki etkisine ilişkin önceki araştırmaların bu ilişkiyi yüksek düzeyde desteklemiştir (örneğin, Singh ve Srivasta, 2016; Dirks ve Ferrin, 2002; Podsakoff ve diğerleri, 2000; Podsakoff ve diğerleri, 1990; Organ, 1988). Çalışan ve işveren kuruluşu arasındaki güvenilirlik algılarının varlığı, çalışanları ÖVD sergilemeye teşvik edecektir. Mayer ve Davis (1999) 3 boyutlu tanımlarının, üst yönetimin teknik yeteneği ve siyasi gücünü kullanma şeklinin çalışanları açıkça fikirlerini ifade etmeye, böylece potansiyel olarak faydalı ve yeni fikirlerin paylaşımını destekleyerek dürüstlük ve açıklığı teşvik eden bir çalışma ortamı yaratabileceğini öne sürmüştür. Çalışanların kendilerini güvende ve değerli hissedecekleri bir çalışma ortamının teşvik edilmesi de çok sesliliği teşvik edecek ve bu nedenle farklı teknik veya kültürel gelişim fikirleri ile organizasyonun işleyişine katkı sağlanacaktır. Ayrıca, paydaşlara karşı olumlu tutumlar ve iyi niyetli davranışlar sergilemek, benzer sosyal değerlere sahip çalışanlara ilham vermenin güvenilir ve yapıcı bir yoludur. Yönetimin iyi niyeti ile ilgili olarak, çalışanlar bu tür

davranış ve tutumları işyerinde bir alışkanlık veya kültür olarak kabul etmeleri teşvik edilecektir.

Analiz sonuçları, bu tür işyeri koşullarının ve güvenilirlik algılarının ÖVD'leri teşvik etmede önemli ölçüde etkili bir role sahip olduğunu ortaya koymuştur. Yönetimin güvenilirlik algıları ne kadar fazlaysa, işyerinde saygılı ve düşünceli davranışların var olma olasılığı o kadar fazladır. Bu sonuçlar önceki literatürle uyumluydu (örn., Singh ve Srivasta, 2016; Dirks ve Ferrin, 2002; Podsakoff ve diğerleri, 2000; Podsakoff ve diğerleri, 1990; Organ, 1988). Güvenilirlik örgütsel vatandaşlık davranışını pozitif ve anlamlı bir şekilde yordamaktadır. Ek olarak, güvenilirliğin her bir boyutu, ÖVD'leri olumlu ve anlamlı bir şekilde yordamıştır. Ayrıca, Williams ve Anderson'ın (1991) ÖVD'nin boyutluluk anlayışına göre, işyerinde bireylere yönelik (ÖVD-I) ve örgütün işleyişine yönelik (ÖVD-O) vatandaşlık davranışları vardır. ÖVD-I, örgütün etkin ve verimli çalışmasına dolaylı olarak katkı sağlayacak karşılıklı saygı, yardımlaşma, işyerinde başkalarıyla iyi geçinme gibi davranışlardan oluşur. Bu nedenle, özgecil ve nazik davranışlar ÖVD-I sınıflandırmasına uyarken, sivil olarak erdemli, vicdanlı ve sportmen davranışlar ÖVD-O sınıflandırmasına girmektedir. Bu tür bir sınıflandırma, yönetimsel uygulamaları ve örgütsel hedefleri belirlemede yardımcı bir araç olarak üst yönetim veya İK politikaları için de faydalı olabilir. Bu analiz dizisinin sonucu güvenilirlik ve ÖVD'ler arasındaki ilişkiyi araştıran önceki literatüre katkıda bulunduğunu göstermektedir. Bu çalışmanın son bulgusu, yöneticilik mevkilerinde olanların tutum ve davranışlarından kaynaklı çalışanların yönetim hakkındaki güvenilirlik algıları, işyerinde vatandaşlık davranışlarını teşvik etmede önemli bir etkidir.

Bu çalışmada örneklem, çoğunlukla lisans ve yüksek lisans derecesine sahip katılımcılardan oluşmakta olup, tüm katılımcılar en az ön lisans derecesine sahiptir. Ayrıca bu örgütlerin kurumsallaşmış yapıları ve 1000'den fazla istihdamı olduğu için bu çalışma toplumun beyaz yakalı çalışanlarının küçük bir kısmına ulaşmıştır. Sektörler arası karşılaştırma yapılmamıştır. Benzer özelliklere sahip aile şirketleri gibi alternatif ortamlar arasında karşılaştırmalı bir çalışma, bu literatürü zenginleştirebilir ve bağlam hakkında daha açık bir görüş sağlayabilir. Veri toplama sürecinin Covid-19 pandemisi sırasında gerçekleştirildiği ve bunun toplumsal etkisi

göz önüne alındığında, katılıma olan eğilim, genel davranışlar ve tutumlar etkilenmiş olabilir.

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