

**IBN HALDUN UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF AIR TRANSPORT MANAGEMENT**

**MASTER THESIS**

**THE IMPACT OF CSR PERCEPTION ON  
ORGANIZATIONAL COMMITMENT: THE CASE OF  
CABIN CREW IN A CIVIL AVIATION COMPANY**

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**İSTANBUL, 2023**

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ORGANIZATIONAL COMMITMENT: THE CASE OF  
CABIN CREW IN A CIVIL AVIATION COMPANY**

by

**ŞEYDA KAYA**

**A thesis submitted to the School of Graduate Studies in partial  
fulfillment of the requirements for the degree of Master of Science in  
Air Transport Management**

**THESIS ADVISOR**

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APPROVAL PAGE

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Science in Air Transport Management.

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Date of Submission

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## ACADEMIC HONESTY ATTESTATION

I declare that all the information in this study is collected and presented in accordance with academic rules and ethical principles, and that all information and documents that are not original in the study are referenced in accordance with the citation standards, within the framework required by these rules and principles.

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## ÖZ

# KURUMSAL SOSYAL SORUMLULUK ALGISININ ÖRGÜTSEL BAĞLILIK ÜZERİNDEKİ ETKİSİ: BİR HAVAYOLU İŞLETMESİ KABİN MEMURLARI UYGULAMASI

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Küreselleşen dünya düzeninde işletmeler, pazardaki yerlerini sağlamlaştırmak adına bazı yenilikçi pazarlama yöntemleri geliştirmişlerdir. Kurumsal Sosyal Sorumluluk Projeleri de bir yandan toplumsal fayda sağlarken, diğer yandan tüketici gözünde güvenilirliğini sağlayarak işletmelerin marka bilinirliğini arttırmaktadır. Rekabetin hızla artması, işletmelerin varlıklarını devam ettiren en önemli kaynakları olan insan kaynağını en etkin ve verimli şekilde kullanmasını zorunlu kılmaktadır. Bu sebeple ‘Örgütsel Bağlılık’ kavramı işletmeler ve akademisyenler için önemli bir araştırma konusu haline gelmiştir. Literatürde, Kurumsal Sosyal Sorumluluk Algısının Örgütsel Bağlılık üzerindeki etkisini belirlemeye yönelik çalışmalar mevcut olmakla birlikte, Türk Sivil Havacılık sektörü özelinde yapılan herhangi bir araştırma bulunmamaktadır.

Bu çalışmanın amacı, Türkiye’de faaliyet gösteren bir havayolu işletmesinde çalışan kabin ekiplerinde kurumsal sosyal sorumluluk algısı ile örgütsel bağlılık arasındaki ilişkiyi incelemektir. Aynı zamanda katılımcıların cinsiyet, yaş, eğitim düzeyi, unvan ve iş deneyimine göre sosyal sorumluluk algısı ve örgütsel bağlılık puanları karşılaştırılmıştır.

Çalışanların KSS tutumu ölçeği Türker (2006) tarafından oluşturulmuştur. Etheredge (1999) tarafından geliştirilen Çalışanların mevcut KSS faaliyetlerini değerlendirme ölçeği ile kurumlarda çalışanlar için sosyal sorumluluğun önemi değerlendirilmiştir. Mowday, Steers ve Porter (1979) tarafından oluşturulan, Örgütsel Bağlılık Ölçeği ile çalışanların kurumlara örgütsel bağlılık düzeyi değerlendirilmiştir.

Çalışma sonucunda; KSS ölçeği alt boyutları olan Çalışanlara yönelik KSS, Müşterilere yönelik KSS, Topluma yönelik KSS, Devlete yönelik KSS, Çevreye yönelik KSS, Yeni Nesile yönelik KSS, STK'lara yönelik KSS, Kamu Kuruluşlarına yönelik KSS, ayrıca çalışanların mevcut kurumsal sosyal sorumluluk faaliyetlerini değerlendirmesi ile örgütsel bağlılık arasında pozitif yönde anlamlı ilişkiler bulunmuştur. Sonuç olarak, katılımcılar çalıştıkları kurumun kurumsal sosyal sorumluluk projelerine değer verirlerse, zaman ve emek ayırırlarsa, çalıştıkları kuruma olan örgütsel bağlılıkları artar. Benzer şekilde genel olarak katılımcıların kurumsal sosyal sorumluluk projelerine verdikleri önem arttıkça çalıştıkları kuruma olan örgütsel bağlılıkları da artmaktadır.

**Anahtar Kelimeler:** Kabin Ekipleri, Kurumsal Sosyal Sorumluluk, Örgütsel Bağlılık.

## ABSTRACT

### THE IMPACT OF CSR PERCEPTION ON ORGANIZATIONAL COMMITMENT: THE CASE OF CABIN CREW IN A CIVIL AVIATION COMPANY

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In the globalizing world, businesses have developed innovative marketing methods to strengthen their market position. Corporate Social Responsibility projects, on the one hand, provide social benefits, on the other hand, increase the brand awareness of businesses by delivering credibility in the eyes of consumers. The rapid increase in competition requires companies to use their human resources, the essential resource, to sustain their existence effectively and efficiently. Organizational commitment has become an essential research topic for business and academics. Although there are studies in the literature to determine the effect of the perception of corporate social responsibility on organizational commitment in the banking, finance, and tourism sectors, studies have not been conducted specifically for the Turkish Aviation Sector.

This study examines the relationship between CSR (Corporate Social Responsibility) perception and organizational commitment among Turkish cabin crew. At the same time, the social responsibility perception and organizational commitment scores of the participants were compared according to their gender, age, education level, title, and work experience.

The scale of CSR assessment by employees, created by Türker (2006). The attitudes toward CSR were measured through a subscale of the Perceived Role of Ethics and Social Responsibility (PRESOR) that Etheredge (1999) converted into a two-factor framework to assess the significance of social responsibility for employees. For Employees' organizational commitment levels, we used Organizational Commitment Questionnaire (OCQ) created by Mowday, Steers, and Porter (1979).

This study finds a significant positive relationship between the participants' assessment of existing CSR, attitude towards CSR, and organizational commitment scores. In other words, if the participants think they allocate time and effort to the CSR projects of the institution they work for, their organizational commitment increases. Similarly, as the importance given to corporate social responsibility projects by the participants increases, their organizational commitment to the institution they work for also increases.

**Keywords:** Cabin Crew, Corporate Social Responsibility, Organizational Commitment.

DEDICATION

*To my beloved son.*



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## LIST OF ABBREVIATIONS

KSS	Kurumsal Sosyal Sorumluluk
ÖB	Örgütsel Bağlılık
CSR	Corporate Social Responsibility
OC	Organizational Commitment
UK	United Kingdom
UNIDO	United Nations Industrial Development Organization
WBCSD	World Business Council for Sustainable Development



# CHAPTER I

## INTRODUCTION

With the emergence of civilizations, the effect of humans on the environment, economics, business, corporate and social life has also increased. As a result, the concept of social responsibility has significantly changed in the past century and a half, in which the industrial revolution played an important role. Therefore, it is appropriate to evaluate the development of social responsibility in two stages: before and after the industrial revolution.

Companies and businesses that take severe steps in corporate social responsibility have achieved significant gains by increasing their brand values. In recent years, consumers have been making purchasing decisions by considering the social responsibility values of institutions and product and service quality.

On the other hand, the most critical factor in the success of organizations is the human factor. To use the human element most effectively and efficiently, employees must adopt the ideals and goals of the organization. In addition, there should be a willingness to stay in the organization, and they should make an effort to achieve the purposes of the enterprise. Although there are different definitions in the literature for the concept of organizational commitment, the common denominator of the studies is the effort to keep the employee in the organization (Bozkurt et al., 2013 p.123).

Even though air transport is beneficial to the development of societies in economic, technological, and social terms, the existence and operation of aircraft cause 2% of global greenhouse emissions. Given this, airlines have been taking a more sensitive approach to sustainable growth and cooperating with community organizations beyond making profits.

They are trying to break the negative perception cause of environmental damage by using aircraft more efficiently, applying noise reduction procedures, and carbon footprint reduction, waste management, and social responsibility projects.

The rapid increase in competition in the aviation industry has made it necessary to use resources effectively and efficiently. Therefore, the concept of organizational commitment in cabin crews, which constitute any airline's largest segment of employees, is of great importance. Airlines expect high motivation cabin crew because they represent the brand of the company. High training costs and long training periods lead companies to try to keep the employees. This context, concepts are used for increasing organizational commitment, such as rewards, social rights, wages, and seniority.

In the airline in question, some communities have been coming together for humanitarian aid, such as the *İyiliğe Uçanlar*, *İsimsizler*, and *Umay*, the majority of whom are cabin crews. These communities prove that cabin crew feels substantial responsibilities beyond individual interests, such as wages, social rights, and seniority. This research aimed to measure whether the cabin crews' perception of social responsibility affects their organizational commitment.

Since a few studies discuss the relationship between CSR and organizational commitment in the aviation sector, this study will be among the first research studies focused on the Turkish Civil Aviation sector.

### **1.1. Statement of the Problem**

Several stakeholder groups, including owners, workers, investors, customers, and management, have increased their pressure on businesses during the past ten years to adopt socially responsible behavior. Companies have attempted to gain strategic value by adopting these duties as the challenges and opportunities related to corporate social and environmental obligations have been increasingly understood.

In light of this, extensive literature has examined whether improved social responsiveness has financial benefits, the impact of customer views of business social responsiveness, and the allure of social and environmental performance to shareholders. Additionally, the significance of workers in corporate social responsibility has received much attention.

These studies demonstrate the benefits of increased social responsibility, noting that such firms may gain from more expansive application pools and a more dedicated staff since "workers will be happy to associate with work organizations that have a favorable reputation."

A recent survey of UK; workers revealed that 58% of respondents thought their employers' social and environmental responsibilities were extremely important. Additional research suggests that corporate social and environmental morals could be highly significant in recruiting fresh graduates (Brammer et al., 2007, p.3).

## **1.2. The Aim of the Study**

This study examines the relationship between employees' attitudes toward CSR, employees' assessment of existing CSR activities, and employees' organizational commitment levels among the cabin crew of a Turkish civil aviation company. At the same time, employees' attitudes toward CSR, their assessment of existing CSR activities, and their organizational commitment scores are compared based on their gender, age, education level, title, and work experience.

## **1.3. Research Questions**

The research questions are as follows:

1. Do the employees' attitudes toward CSR significantly differ according to demographics such as gender, age, education level, title, and work experience?
2. Do the employees' assessment of existing CSR activities significantly differ according to demographics such as gender, age, education level, title, and work experience?

3. Does the employees' organizational commitment significantly differ according to demographics such as gender, age, education level, title, and work experience?
4. Is there a significant relationship between employees' attitudes toward CSR, employees' assessment of existing CSR activities, and employees' organizational commitment?

In the second part of this study, the infrastructure, development, importance, levels, and corporate social responsibility areas are also discussed. The concept of organizational commitment is examined in the second chapter of the study. The definition, importance, and classification of the concept of organizational commitment will be explored and defined.

The third chapter explains the methodology of the study. Chapter 4 shows the findings and results. The main purpose of this section is to reveal whether the social responsibility projects positively affect the cabin crew's commitment to the business and to explain whether demographic factors affect this change. Finally, chapter 5 discusses the results, compares them to the previous studies, and gives practical suggestions.

## **CHAPTER II**

### **THEORETICAL BACKGROUND AND LITERATURE REVIEW**

#### **2.1. The Concept of Social Responsibility**

Nowadays, businesses carry out social responsibility projects not only because of the responsibilities and obligations that life brings along but also to maintain their existence. (Göztaş and Baytekin, 2009: 1999). Businesses approve social responsibility policies from the start of the activities they organize. The expression of social responsibility is directly related to businesses' approach towards individuals and sectors in the social environment. Businesses must protect their interests in their social environment while maintaining their presence. (Aşçıgil, 2011, p.32-33).

Some burdens of a businessman are included in his social responsibilities (Yamak, 2007, p.27). These obligations include making decisions that respect the values and objectives of the society and engaging in appropriate policies and activities (Gurol et al., 2010: 136; Windsor, 2001, p.27).

In carrying out these actions, they must protect not only the interests of the business but also the interests of staff, partners, and society. At this point, the concept of social responsibility becomes important (Akatay, 2008, p.110).

The purpose of CSR is to bring together the private sector and the public sector, as well as non-governmental organizations. In another expression, it is referred to as a marketing tool that associates a business or brand with a relevant target of achieving mutual benefit. Businesses maintain their reputation from branding by showing the importance they give to ethical values, people, and the social environment. As a result of social responsibility projects, businesses, investors, personnel, customers, local businesses, and other partners strive to create a prestigious image.

In another definition, social responsibility is a vital placement tool that associates a business to gain mutual benefit towards a voluntary institution or social goal (MT, 2003, p. 38-40).

The general debate about the aims of enterprises is evolving with the transforming and advancing world structure. In the past, it has been suggested that the only goal is profit maximization. However, the sustainability of profitability is aimed only at the time we are in (Okpara, 2009, p.101).

For this reason, businesses have to deal with areas such as the globalization of the market, the increasing intensity of the competition, the speed of technological innovations, the economy that is based on capitalization and knowledge, social challenges, and the social and psychological factors that affect and change customer preferences (Ay, 2003, p.13).

In this regard, the concept of social responsibility has been an issue that businesses focus on to gain a competitive advantage while realizing the changing desires of the social structure. In general, the concept of social responsibility can be described as the whole of the efforts of enterprises on social and cultural issues that will affect the welfare of the social environment.

The concept of CSR is a state of obligation and awareness to increase society's comfort level using non-mandatory work and corporate support. Therefore, corporate social initiatives are expressed in the form of activities taken into action by institutions that support the realization of social goals (Yemişçi, 2009, p.16).

The concept of social responsibility is a concept that emerged in the United States of America. Various academic and practical research has been carried out in this field for 40 years. Later, it started to spread in Europe and became one of the most studied concepts in the world.

Nowadays, businesses are increasingly under pressure to take part in social responsibility projects, as a result, the chances of the companies that do not care about

the well-being of the people and only try to make a profit have gradually decreased. For this reason, administrators have been forced to look after the well-being of their society while using their powers.

Thus, businesses have had to pay attention primarily to how environmental conditions are used, sometimes giving them some opportunity and sometimes causes limitations. In other words, companies that want to survive in the competitive market and pursue success must take into account the demands and requirements of society, cause minimal damage to the environment and even act ethically on these issues.

However, corporate social responsibility could be comprehensively expressed, thinking deeply about what impacts this will have on society and nature before businesses take a step forward.

Corporate social responsibility is a managerial duty that not only takes into account the benefit of the enterprise but also requires the interests of society to be taken into account.

According to the document prepared by the European Commission in June 2004, corporate social responsibility has been expressed as one of the requirements of sustainable progress and a duty that ensures improvement by minimizing poverty in the development phase.

Howard Bowen, who is seen as the father of CSR, mentioned in his book that businesses have responsibilities towards the environment and the state while making decisions. Since the concepts of “Competition” and “Social Responsibility” are opposite, this definition has not been accepted by all segments of society. CSR increases costs, and the primary establishment purpose of enterprises is to make a profit.

**Table 2.1. Definitions of Corporate Social Responsibility**

Established By	Definitions
Bowen, 1953	“Corporate Social Responsibility is the obligation of businessmen to obey the rules, make decisions, and carry out activities that are formed in line with the values and objectives of the society.”
Levitt, 1958	“Social concern & welfare are the responsibility of the state, and the primary responsibility of the business world is to maximize profit.”
Freeman,1984	“Businesses should look out not only for the interests of their shareholders but also for the interests of other stakeholders who may affect or be affected by their organizational activities.”
Carroll, 1979	“Corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given time.”
Frederick et al. 1992	“Businesses need to be responsible for the impact of their actions on society and the environment.”
Hansen & Schrader,2005	“CSR is a concept that examines economic, social and ethical values mutually. Thus it has an economic and sociopolitical structure and has been widely used by both businesses and society in recent years.”
Kotler & Lee, 2005	“CSR practices consist of "social incentives, goal-oriented marketing, corporate social marketing, corporate philanthropy, community volunteering, and social responsibility-based business practices.”
Mosca & Civera, 2017	“Defines corporate social responsibility as the sum of practices, policies, and strategies traditionally linked to the social and environmental benefits that businesses implement to serve the interests of multiple stakeholders simultaneously.”
UNIDO, 2021	"CSR is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders."
WBCSD,2021	“Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.”

When social responsibility could be summarized as follows: Responsibility means awareness of the individual's actions. Social responsibility is the duties to the social environment and the ability to explain in case of being subject to control regarding these duties. The social responsibility factor is the duties to the social environment and the ability to explain in case of being subject to control regarding these duties (Aktan and Börü, 2007, p. 11-36).

Corporate social responsibility is a statement that conveys the ethical and obliged behavior of an institution, an enterprise established for profit, state institutions or non-state structures, and all partners in both internal and external environments, making and implementing decisions.

## **2.2. Historical Development of Social Responsibility**

With the emergence of civilizations, the efficiency of humanity in the environment and social life has also increased. Considering the changes that the concept of social responsibility has undergone up to the present, the industrial revolution played an important role. For this reason, it is appropriate to evaluate the development of social responsibility in two stages; before and after the industrial revolution.

### **2.2.1. Before the Industrial Revolution**

Social responsibility has a history dating back to the Mesopotamian King Hammurabi 18th century. The king made laws regarding the irresponsibility of the innkeepers, farmers, and builders that would endanger the people's lives and even cause death (Bayrak, 2001: 85).

Plato was the first thinker to concentrate on mandatory obligations to society and stated that managers should prioritize the issue of general interest in economic matters. Likewise, Aristotle supported the emergence of responsible behavior by evaluating financial situations ethically and arguing that equality should be established between values and services.

In the Ottoman Empire, the necessity of integrity and morality in commercial affairs was stated together with the *ahi-order*. As *ahi-order* was suitable for the attitude and values of Turkish merchants, it became widespread among merchants and the public. *Ahi* is a humanitarian organization based on the essence of assimilating and defending the virtues and principles of human beings and aims to improve the abilities of individuals in terms of character and ethics (Biber, 2001,p.73).

Mercantilism which continued its existence between the 1500s and 1700s in Europe, was formed with the idea that the country should take an active role in the economic life as a mechanism and imports should be regulated by customs. It aims to strengthen the country against other states by improving its economic and monetary wealth within its borders (Oger 2009: 16).

### **2.2.2. Post-Industrial Revolution Period**

The modern business emerged after the industrial revolution and took its present form. After the industrial revolution, businesses adapted to change by gaining different purposes in terms of service and product, and social life.

Technological developments started with the industrial revolution after the second half of the eighteenth century. Although the machines that emerged, thanks to these developments, have a high production volume, this situation has led to exploiting nature and workers century. and making owners of capital more prosperous (Aktan & Börü: 2007).

While industry developed in Western states after the industrial revolution, African coasts and Far Eastern countries became targets of exploitation of natural resources through military conquest and colonialism. The capital, one of the main production elements, was obtained from the rich gold and silver basins in Africa and America. Workers who did not have the right to vacation despite working 18 hours a day, could not get the salary they deserved, even though they worked demanding jobs. Although the workers had no right to compensation, they faced difficult situations such as dismissal if they became disabled, sick, or had an occupational accident.

For this reason, social responsibility and aid activities have come to the fore in some organizations.

The concept of social responsibility gained momentum during the "Great Depression" of 1929, one of the most acute crises in human history. Furthermore, due to the effects of World War II, especially in industrialized countries such as the United States and Western Europe, many countries experienced unemployment, and production was interrupted (Aydede, 2007, p.18).

Several laws have been enacted to protect workers, consumers, and investors. Workers and their union rights were regulated with the "Wagner Law" of 1935. The disabled, the elderly, and the unemployed were secured with the "Social Security Law" of 1935. With the "Wage and Working Hours Law" of 1938, child workers were prohibited from working, and the minimum wage and maximum working hours were regulated for workers. With the "Wheeler-Lea Act" of 1938, the Federal Trade Commission, which prevents inappropriate advertising and unfair competition, was established (Carrol, 1999).

Major crises have played a significant role in the developing the concept of social responsibility. With these values coming to the forefront, pressure was exerted on businesses and organizations to act and develop their social responsibility codes and policies. These businesses have become one of the rapidly and effectively growing concepts in this period as they approach the concept of social responsibility as a feature that benefits them rather than an obligation and differentiates them from competitors.

In the 1960s, thanks to civil movements such as women's rights, environmentalism, and non-governmental organizations, companies also accelerated the development of the concept of social responsibility in terms of the values emphasized by society (Bay 2006: 28).

According to Keith Davis (1960: 61), corporate social responsibility is one of the most important strategies of a firm. Activities such as providing information to partners, fairness in giving jobs, sharing profits, the morality of advertisements, protecting the

environment, whistle-blowing, and taking action by considering the effects of production activities on society can be counted among the leading social responsibility practices seen in the 1970s.

In the 1980s, initiatives such as recycling, helping poor people, providing better working conditions, reducing waste, serving public health, and social responsibility gained momentum. In these years, since the benefits of corporate social responsibility activities to businesses were not fully understood or appreciated, the companies were generally trying to fulfill their legal and economic obligations. However, they also took part in various volunteer projects.

Social responsibility practices accelerated, thanks to the norms and agreements signed at the global level, especially the United Nations Human Rights Norms in 2000 and the OECD Corporate Governance Principles in 2004.

### **2.3. Theoretical Infrastructure of Corporate Social Responsibility**

#### **2.3.1. (Social) Stakeholder Theory**

A stakeholder is a name given to the companies with which the enterprises cooperate, all social parties affected by their activities, and who keep the company under the influence of their actions (Ertuğrul 2008: 212).

Social stakeholders are individuals or groups influenced by businesses to achieve their goals and will bring direct or indirect benefits through the company they are working for. The term stakeholder includes individuals and organizations with a relationship of interest with a business. (Saydam 2005: 101).

We can examine social stakeholders in two categories in terms of interest groups. First, for the business to survive and succeed in the competitive market, it needs primary interest groups.

They are persons and organizations that have the power to affect the business financially for their primary stakeholders directly and have direct rights over the company resources by law.

According to this definition, the primary interest groups are the government and the public, namely the public social stakeholder groups, which are in the infrastructure and market services in addition to shareholders, workers, customers, investors, suppliers, and demand that businesses fulfill their tax and other responsibilities by enacting laws and regulations that must be implemented.

Those in the group that have a tremendous indirect impact on business activities and can also be affected by business activities are called secondary stakeholders. For example, public pressure groups can regulate the performances of businesses in a way that may be for their benefit or disadvantage. Media and special interest groups are secondary stakeholders (Clarkson, 1995: 106-107).

### **2.3.2. Shareholder Theory**

The Shareholder Theory is an opinion put forward by Friedman and contradicts the social stakeholder theory, claiming that the sole responsibility of enterprises is the interests of shareholders. (Friedman,1970) Another component of this theory is that the ownership and management of the business imply that only the demands of the shareholders will be applied to the business administration objectives. These members state that stakeholders should take steps more profitably in the acquisition and company mergers of the business.

While providing its services, the enterprise should consider not only its interests but also the interests of the shareholders who take the risk by providing capital. According to this point of view, the company predicts that its stakeholders will ignore their responsibilities towards social stakeholders while engaging in profitable activities that increase share values. Therefore, the reason for the existence of the business is to fulfill the objectives of the shareholders and theirs. For this reason, the interests of stakeholders are considered primarily.

## **2.4. The Importance of Corporate Social Responsibility**

Five basic concepts are essential to CSR, transparency, information, sustainability, globalization, and public sector failure (Keefe,2002). With social media, consumers quickly have access to all the information they need and have become more conscious.

However, with increasing competition, the fact that a product works only is insufficient for purchasing. As a result of the research, it is seen that customers prefer reliable brands that reflect their values (Choueke, 2009: 3).

Institutions have begun to embed corporate social responsibility practices in their marketing strategies to gain consumers' trust and create a brand reputation. What is expected from institutions is to increase their social activities and to engage in activities that protect environmental awareness (Robins, 2005: 96).

Water, soil, and air, our sources of life, are being used up rapidly due to increased consumption, industrialization, and poaching. This leads people to the consciousness about protecting nature. For this reason, businesses carry out their activities on sustainable policies to become the preferred brand.

There is a proportional relationship between consumer behavior and corporate social responsibility activities. For example, according to a study, while a substantial portion of consumers boycotts some brands for various reasons, they tend to buy brands with corporate social responsibility activities and ethical credibility (Mori, 1998). Another study in America determined that consumers prefer products that are respectful to the environment and have not been tested on animals (Auger et al., 2003).

Businesses that attach importance to CSR activities increase their brand value and reliability and gain a competitive advantage. In addition, studies are revealing a positive relationship between companies' social and economic performance (Robbins & Coulter, 2002: 116).

Corporate social responsibility activities of an organization increase the motivation and satisfaction of the employees as well as loyalty to the institution. Corporate social responsibility activities positively affect employees and society by contributing to the corporate identity (Chong, 2009: 106).

During a crisis, the perception of consumers about the institution is crucial. The longer the history of what the businesses do for the benefit of society goes back, the more the institution's survival rate during the crisis increases (Vanhamme and Grobbsen, 2009: 275). Research shows that institutions with a low corporate social responsibility background are more vulnerable to a crisis than institutions with a long history (Koçyiğit, 2008).

Businesses can obtain low-cost capital and reduce operating expenses with corporate social responsibility activities. In addition, with environmental-oriented social responsibility practices, companies can gain benefits such as organizational commitment and being subjected to surveillance or privileged treatment by regulatory organizations such as municipalities, ministries, etc. (Rondinelli and Bery, 2000).

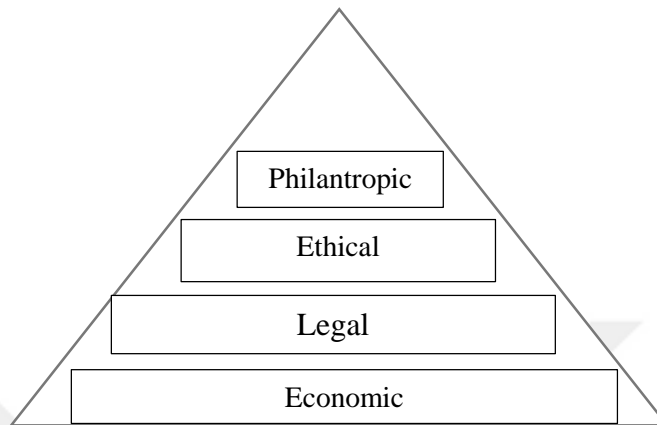
## **2.5. Corporate Social Responsibility Levels**

The first edition of the four-part CSR definition appeared in 1979. Carroll removed the four-part concept in 1991 and rebuilt it as a CSR pyramid. The pyramid served as a visual representation of the four-part framework's foundational element structure and highlighted the operational definitions aspect of CSR.

The pyramid was chosen as a geometric shape because it is easy to understand, well-made, and durable. Because it is a business prerequisite, fiscal responsibility was consequently positioned as the pyramid's base.

Sustained prosperity is necessary to support society's different expectations of businesses, just as sturdy footings are required to support a whole structure. The key takeaway is that a financially stable and sustainable firm is the foundation for CSR.

If one considers CSR in developing nations, for instance, the existence or absence of a legal and institutional environment has a massive impact on whether corporations invest there. Such an institutional framework is necessary to provide the groundwork for reputable company growth (Carroll, 2016: 4).



**Figure 2.1. Carroll's CSR Pyramid**

### **2.5.1. Economic Responsibilities**

Businesses have a financial obligation to the community that enables their creation and maintenance as a fundamental precondition or prerequisite of existence. It may seem strange to think of an economic assumption as a social responsibility at first, but that is precisely what it is since society expects that businesses be able to support themselves. The only way this is conceivable is if the company is profitable, can encourage owners or investors to invest, and has sufficient resources to keep operating. Historically, society has seen business organizations as places where the commodities and services it wants and requires will be produced. When a firm adds value, it makes money, which benefits all of the business's shareholders.

When earnings are returned to the company, they may be used to reward investors and ownership and fuel corporate expansion. CEOs, executives, and business owners will attest to the fundamental importance of income and return on capital as drivers of corporate success. Almost all economic systems worldwide acknowledge how crucial it is for businesses to be profitable for society (Carroll, 2016: 5).

### **2.5.2. Legal Responsibilities**

In addition to endorsing companies as legitimate economic entities, society has also defined the basic guidelines that must be followed for them to function. These guidelines, including statutes and regulations, effectively represent how society views "codified ethics" in that they explain core ideas of ethical corporate conduct created by legislators at the federal, regional, and municipal levels. Compliance with these rules and regulations is expected and necessary for businesses to operate. As a result, compliance officers today have a significant and senior role in corporate organizational charts, and this is not by mistake. According to Carroll (2016), the objectives of a company in fulfilling these legal obligations are (Carroll, 2016:5):

- Acting to governmental and legal expectations,
- Obeying a variety of federal, regional, and municipal laws,
- Exhibiting respect for the law as corporate citizens,
- Meeting all of their society stakeholders' regulatory obligations,
- Delivering items/products that, at the very least, abide by the law.

### **2.5.3. Ethical Responsibilities**

These include behaviors and actions that, although not having legal definitions, are accepted as acceptable or unacceptable by society's members. Businesses must adhere to various norms, rules, and expectations that show they care about what customers, workers, shareholders, and the community deem fair. For instance, the consumer, environmentalist, and civil rights campaigns represent fundamental shifts in cultural norms and can thus be viewed as ethical bellwethers setting the stage for the subsequent legislation.

In another sense, even if they display a higher quality than that now mandated by law, moral obligations represent newly developing ideals and standards that society demands businesses to satisfy (Tomba and Singh, 2013, p. 19).

The basic assumption of most cultures is that laws are necessary but insufficient. Society expects businesses to conduct their business ethically in addition to what laws and regulations requirements.

Assuming ethical duties indicates that corporations will uphold the behaviors, standards, and procedures that, although not enshrined in the law, are still expected to be followed. Companies are expected to follow the text and the "spirit" of the legislation as part of their ethical obligations.

Businesses are expected to handle their businesses fairly and objectively, even when laws do not specify how to proceed or give advice. Therefore, even if not enshrined in legislation, ethical obligations cover the behaviors, norms, policies, and practices anticipated or outlawed by society. These requirements and aspirations are intended to ensure that businesses are accountable for and able to respond to the full spectrum of norms, guidelines, principles, fundamentals, and aspirations that reflect and uphold what customers, employees, company owners, and the community deem to be consistent with responsibility for protecting of stakeholders' moral obligations. It might not be easy to distinguish between ethical and legal obligations. Legal standards undoubtedly rest on moral foundations. However, these go beyond what is required by ethics. Both have a significant ethical component or character, and the distinction rests on the social mandate that society has assigned business via the formulation of laws (Carroll, 2016: 6).

#### **2.5.4. Volunteer Responsibilities**

The expectations for acts that go beyond moral obligations and are active on the part of a company are referred to as discretionary responsibility. The finest illustration of this is the Ronald McDonald House, which allows families of sick children to remain close to hospitals without having to fork over the exorbitant fees associated with extended stays in a dormitory.

This initiative is a proactive, discretionary duty that helps society. As a result, Archie Carroll's study elaborates on four different types of responsibilities where the notion of CSR is understood (Tomba and Singh, 2013:19).

The term "corporate philanthropy" refers to all kinds of donations. Corporate philanthropy encompasses discretionary or voluntarily conducted corporate operations. While business donation and philanthropy might not be responsibilities in the strictest sense, they are still frequently anticipated by the community and corporations today.

The scope and character of these actions are optional or elective. They are driven by the desire of a company to engage in social activities that are not compelled by legislation, required by corporate ethics, or usually expected of business.

However, some companies do make charitable contributions in part for ethical reasons. They wish to act in a morally upright manner for society. The "expectation" part of the obligation refers to the public's perception that firms would "give back." Today's society expects corporations to operate as responsible corporate citizens in the same way that people do. This is often the conclusion reached when examining the social compact between and society. Businesses participate in various charitable activities to fulfill their ostensible social obligations. These activities include financial gifts, donations of goods and services, employee and managerial volunteerism, community engagement, and other voluntary contributions to the community or stockholder organizations that make up the society (Carroll, 2016: 6).

## **2.6. The Concept of Organizational Commitment**

While there are several interpretations of organizational commitment, almost all of them share the fact that committed people embrace and trust in the organization's aims and values, are prepared to stick with it, and are prepared to make significant efforts for their benefit (Mowday et al., 1979: 225).

It is generally acknowledged that organizational commitment may manifest itself in several ways. A person's level of attachment to their organization is called organizational engagement.

Organizational commitment refers to a person's functional and emotional relationship to their place of employment. Since there is ample evidence that critical work-related attitude variables, including job satisfaction, customer retention, and productivity, have a positive link with organizational commitment, several studies in this area have been done.

One of the primary reasons studies on this type of organizational commitment are still being done is because studies have shown that although high measures of workplace commitment might well have favorable impacts on both the organization and the person, low concentrations may have negative consequences (Mathieu and Zajac, 1990: 175).

Meyer and Allen's investigations indicate that organizational commitment is not dependent on a single factor, and they stressed the need to evaluate organizational commitment from a variety of angles and consider the psychological conditions that support it. These varied phases result in various forms of organizational commitment.

Organizational commitment is often divided into three categories: emotional commitment, continuation commitment, and normative commitment. Affective commitment, which includes identification with and engagement in the group, is a gauge of affection for that organization. Strong emotional commitment encourages employees to remain with the company because they desire to. Employee loyalty to staying with the company is influenced by their understanding of the consequences of quitting. Employees with a high level of continuous commitment do so out of need. Lastly, normative commitment describes a duty to keep working (Meyer and Allen, 1991: 65).

However, normative commitment can occur when an organization pays high costs, such as on-the-job training, or offers advances to employees to secure employment. In

such cases, the employee may feel obliged to pay back by making a promise to the organization. Different behavioral consequences arise for practical, ongoing, and normative commitment. All three organizational commitment factors reduce the risk of employees leaving the company, but their effects on behavior at work vary widely.

Employees who desire to stick around are likelier to show up to work regularly, do their duties to the best of their abilities, and take on extra responsibilities for the company's sake. Only people who consider it a component of their fault or a way to make amends for advantages obtained may continue out of a feeling of obligation (normative commitment). Employees that stick around to save money (continuance commitment) could only put forth what is necessary to keep their jobs (Chung, 2013: 14).

According to Merriam-Webster's Dictionary, commitment is " the state or an instance of being obligated or emotionally." That term characterizes commitment as a multifaceted idea. There are two distinct motives for continuing an interaction: obligation and emotional pull.

Nevertheless, both of those qualities are likely to be present in the majority of personal relations. People live and work in communities for a large portion of their life. The reasons individuals join and stay in groups vary greatly, much like interpersonal connections (families, passion, feelings, cooperation, security, etc.), and relationships inside groups can last for a long time or a short while, be profound or only superficial, and evolve through time. The idea of commitment to a team or organization is related to commitment to a personal connection in many aspects, including the idea's multifaceted character (Patterson, 2010: 36).

Additionally, an organizational commitment was described by academics John Meyer and Allen (1997) as a psychological condition that characterizes an employee's connection with the company and influences the employee's decision to stay with the business.

Likewise, organizational commitment is described by Mowday et al. (1979) as "the relative intensity of an individual's connection with, and engagement in, a specific organization." Meyer and Allen (1997) described the three categories of organizational commitment: emotional, continuation, and normative commitment.

Positive job experiences are the primary way that affective commitment, founded on emotional relationships with the employee, forms with the business. It stems from a member's emotional connection to a group. It develops when a person connects with the organization's aims and voluntarily lends a hand to the organization in pursuing those goals.

The rewards and costs of quitting or staying with just an organization are the basis for continuity commitment. The social consequences of leaving an organization include lost connections and social engagement, which support ongoing commitment. Continuance commitment refers to the financial and social penalties for quitting an organization.

Normative commitment is demonstrated by a commitment derived from a sense of duty toward the organization, for instance, a commitment governed by the rules of reciprocity. This type of commitment is characterized by a sense of moral responsibility to stick with the firm or "give" the business something in exchange for what it has achieved for you. Employee commitment might generally become such a vehicle that people express devotion to and connection with the firm.

Committed personnel share the business's values and possess a personal responsibility for the organization's mission. They also connect with and feel connected to the company.

The terms "want to," "have to," and "ought to" regarding organizational participation are known as affective, continuance, and normative commitments. They contend that all three forms of commitment concurrently affect the group members.

Affective, countenance and normative sensibilities can all work together to make a worker loyal to a company (Mekonnen, 2014: 33).

## **2.7. Historical Development of Organizational Commitment**

Organizational commitment has been given a variety of names. One of the earliest scholars on work engagement, Kanter (1968), initially separated the idea into cohesiveness commitment which refers to a connection to the organization, and cognitive continuance commitment. Similar concepts of commitment were created by Hrebiniak and Alutto in 1972, although they distinguished between analytical and moral engagement. As a result, the idea of the intentional act of remaining at an organization depends on an appraisal evolved from a conscious option to stay to a calculating assessment of the resources (such as money, comfort, and location) acquired or lost while staying or departing (Hrebiniak and Alutto, 1972: 556).

Expanding on these themes, Mowday et al. (1982) divided organizational commitment into two types: behavioral dedication, where a person stays with the company because leaving would be financially costly, and attitudinal commitment, which is a way of thinking based on the alignment of an individual's values and those of the organization. From the 1970s through the 1980s, those themes were acknowledged as the major divisions of organizational commitment.

The definition of behavioral commitment, the first topic of commitment is the continuance of action out of realizing what would be sacrificed if the continuing were ever to cease.

In case of resignation, employees lose their income, bonus, position, and insurance rights. For this reason, employees who want to change jobs and companies can evaluate the earnings of the companies they can transfer to (Salancik, 1977: 30).

The calculative aspect of behavioral commitment is consistent with Vroom's (1964) expectation theory. It asserts that people will behave a specific way because of the outcomes they expect from that conduct.

These anticipated outcomes derive from a personal cognitive evaluation of actions and the related products. As a result, there can be a conversation between two people in which the transaction analysis is included. Attitudinal commitment, the second element, is characterized by an emotional connection to the organization's objectives and ideals, resulting in a robust attitudinal identity and participation.

However, Eisenberger and his colleagues shed light on the ideology of exchange. They speak of the reciprocity norm, an established tendency for people to act favorably towards others by paying for the advantages they observe or to react negatively to others when they are harmed. As a result, when an employee sees benefits of an organization, supports similar principles and experiences a sense of identification (Eisenberger et al., 1986).

However, Fishbein and Ajzen (1975) offered a concept of organizational commitment that had seldom been examined. They believed there was a second attitude motive at work, whereby people stick with a company out of loyalty or responsibility and because it is the "proper" thing to do. Other researchers backed up this novel idea, demonstrating that it is true despite outside influences like competing job offers or organizational commitment.

Furthermore, some studies claimed that this morally righteous outlook leads to an internalized pressure to adhere to corporate aims and objectives. The employee is persuaded to stay at a company even if they are not pleased or satisfied by this psychological pressure to succeed and survive.

Until the late 1970s, researchers worked in conceptual divisions, looking at organizational commitment solely through the prism of behavioral or psychological burden.

More complex models that explain the interactions between the sub-categories of organizational commitment and how the process of commitment to the organization affects job performance began to emerge in later periods by Steers (1977) and Mowday et al. (1982).

Meyer and Allen (1991) responded to this challenge by developing their three-part model of dedication based on prior definitions of commitment, such as those relating to emotional attachment, responsibility, and perceived risks (Sullivan, 2017: 3).

## **2.8. Factors Affecting Organizational Commitment**

Preservice desire to become a Corpsman is one aspect that could influence organizational commitment. The choice to become a Corpsman may have been chosen at enrollment for some people, while it may have been a lifelong desire for others. Those with greater preservice aspirations to join the Corps would exhibit more significant organizational commitment. This anticipation aligns with findings from studies on "occupational callings" that demonstrate that individuals who view their profession as a calling experience favorable results (Wrzesniewski et al., 1997: 25).

Positive attitudes toward the organization should also be a good indicator of organizational commitment. We looked at how employees perceive their organizations in the areas of professional development possibilities and promotion prospects. Perceived benefits of training and options for professional progress are associated with more substantial organizational commitment, according to studies across both military and civilian samples. In the Navy, favorable promotion views have also been connected to higher organizational commitment.

Reported promotion prospects had a moderate positive correlation with organizational commitment in a meta-analysis of published studies (Aryee Samuel et al., 1994).

As a result, the hypothesis was that Corpsmen with much more positive views of the occupational education and advancement prospects offered by the Navy should demonstrate more organizational commitment. Self-efficacy emerges as a concept related to organizational commitment.

An individual's assessment of "how successfully one can execute courses of action necessary to deal with potential events" is known as self-efficacy. Additional positive

actions and results have been linked to both general and particular forms of self-efficacy.

Elevated concentrations of both occupational and undertaking self-efficacy are anticipated to be connected with increased organizational commitment based on studies (Bann et al., 2011: 71).

Another element that can be anticipated to affect organizational commitment is subjective occupational stress. It seems reasonable that those who endure a lot of workplace stress will have less organizational commitment. However, there has been evidence of an inverse correlation between these two characteristics in several groups, including nurses, doctors in military hospitals, and those working in the public sector.

Therefore, researchers anticipated that among corpsmen, occupational stress could also have a detrimental impact on organizational commitment.

The career support network is another psychological component that could significantly impact organizational commitment. Earlier studies have shown that favorable job outcomes between civilians and military personnel are related to social support for an individual's professional aspirations. In addition, believing that one's family and friends appreciate one's job may be even more crucial for service personnel, given the challenging nature of the army career (Lucas et al., 2010: 84).

The psychological well-being of an individual may influence their commitment to a company. Researchers looked at depression and sleep issues as two aspects of mental health. A negative relationship between depression and organizational commitment has been shown in research, including both civilian and military groups. Negative affect, significantly connected with depression, has been linked to lesser organizational commitment (Roberts et al., 2008: 295).

## **2.9. Organizational Commitment Classifications**

### **2.9.1. Kanter's Classification (1968)**

Kanter examined organizational commitment in three basic dimensions in his study in 1968; Continuance, Cohesion, and Control Commitment. According to continuance commitment, dedication and investment are the two fundamental elements of organizational commitment. The more self-sacrifice a person makes for the organization, the more indispensable the organization will be for her. Since the organization's gain will be its gain, it will feel the need to maintain its existence effectively and efficiently (Kanter,1968: 506). In other words, all the effort of the organization's members to enter and consolidate their position makes it difficult to leave the organization (Seymen,2008: 170). When the member of the organization compares the cost of staying in the system and going, if it is more profitable to remain in the design, she will have the desire to continue her membership in the organization (Kanter,1968: 500).

Unity, also known as interlocking commitment, is the emotional commitment of an organization member to the group or specific members. This bond's strength depends on the group's high consciousness and unity. In addition, factors such as providing all kinds of needs of the organization's members from within the institution by being located outside the city center and keeping social activities at a high level will strengthen this commitment. According to Kanter, unity commitment has two essential elements. These are 'Giving up,' which means that the member of the organization should give up all behaviors that may harm the group and that may damage the group, and 'Unity Consciousness,' which means feeling as a part of a whole. (Kanter, 1968: 507-508).

Control Commitment, conversely, refers to the organizational member's commitment to corporate norms. It is the member of the organization to find the ethical/social rules to be followed in the organization and identifies them with their values.

The member of the organization is attached to the organization enough to adapt to the norms of the organization, leaving aside the moral values and norms he had before. (Kanter, 1968:501).

### **2.9.2. Etzioni's Classification (1975)**

According to the model of participation in the organization created in 1966, the members of the organization maintain their existence through a compliance system. Accordingly, there are three primary classifications; Moral, Exploitative, and Alienating.

The basis of moral participation is identifying the organization's members with authority by adopting the values and goals of the organization. When the organization's members internalize the norms of the organization, they will feel the need to be adopted and liked by the other members, which will turn into a dedication to the organization.

In self-interested participation, members of the organization see the organization as a tool. Therefore, there is an exchange relationship based on emotional grounds (Penley&Gould 1988, p.p 46-47).

There is a negative tendency to alienate participants, the members of the organization do not feel committed to the organization even if they continue their membership, and the possibility of being harmed by penalties causes them to move away from the organization psychologically.

### **2.9.3. O'Reilly and Chatman's Classification (1986)**

In their study in 1986, O'Reilly and Chatman defined organizational commitment as 'the level of psychological attachment that a person feels towards the organization.' By bringing a multidimensional perspective to this definition, they examined three sub-dimensions: adaptation, identification, and adoption.

O'Reilly & Chatman, who argue that these three sub-dimensions are independent, saw identification as the basic building block of the psychological bond between the member of the organization and the organization.

Compliance commitment is based on a conflict of interest. It refers to the psychological bond that the organization's member establishes with the organization to obtain the rewards determined through the organization. However, the same research concluded that only the members with self-interested loyalty have less desire to stay in the organization, and the workforce turnover rate will be high (Kağıtçıbaşı, 1999: 93).

While explaining the dimensions of organizational commitment, O'Reilly & Chatman used the obedience, identification, and adoption processes that Kelman explained in his 1961 study. In the dedication to identification and adoption, there is an effort beyond what is expected for the organization's benefit without any material expectation or interest.

#### **2.9.4. Allen, Meyer, and Herscovitch's Classification**

The three-part model of organizational commitment was created by Allen and Meyer (1990), Meyer and Allen (1991, 1997), and Meyer and Herscovitch (2001). The three organizational commitment dimensions discovered are practical, continuous, and normative (Noraazian, 2016:18).

##### **2.9.4.1. Affective Commitment**

Affective commitment refers to a person's emotional connection, engagement, and affiliation with an organization. Three key factors are considered by affective commitment; integration with organizational goals, willingness to exert effort in favor of the organization, and wanting to work in the organization for a long time. People tend to identify emotionally with a company, assist it in attaining its goals, and attach themselves to its goals (Allen and Meyer, 1990: 15).

Workers can connect with the organization when their personal beliefs align with the business's, making it easier for them to adopt the company's principles and objectives. Regarding attrition, absence, organizational behavior, and work performance, affective commitment has already been associated with a wide range of favorable results (Meyer and Herscovitch, 2001: 300).

Affective commitment can lead to positive outcomes, which in decreased absenteeism, decreased turnover, improved organizational behavior, and increased organizational performance. In addition, affective commitment is linked to positive workplace behaviors such as a decreased absence rate, greater productivity, staff stability, and civic organizational behavior (Jaros et al.,1993).

A few factors, such as career experience, organizational features, and personal traits, lead to affective commitment. Employees with a high level of trust in their abilities have higher levels of affective commitment. High-competence workers can better select reputable employers, which can help them develop affective commitment (Meyer and Allen, 1991: 70).

#### **2.9.4.2. Continuance Commitment**

Becker's side-bet theory serves as the foundation for continuity commitment, the second concept of organizational commitment proposed by Meyer and Allen (1990). This idea states that when a person spends a long time working for a company, they tend to accrue investments in time, labor effort, and organizational-specific abilities that are too expensive to abandon. Employees often assess their investments by considering how much they have given to the business, what they will gain by staying with the organization, and what will lose if they leave. Due to the limited options and alternatives, employees who believe they lack the appropriate abilities to contend for a position in any other profession are more likely to build continuous commitment and increase their loyalty to the firm (Meyer and Allen, 1990: 15).

It has been noted that when workers believe leaving the company will be costly, they are more likely to commit to staying. Investments and alternative professions are the precursors of continued commitment.

Investment refers to the financial loss sustained by employees who leave the company. Investments may be connected to or unrelated to the job. Losing a senior role and the perks that come with it, as well as losing advantages and incentives, are examples of work-related expenditures.

Meyer and Allen (1997) discovered a link between continued commitment and the likelihood of finding employment elsewhere. Employees who believe they have other job options may not be as committed to staying with their current employer (Meyer and Allen, 1997: 16).

#### **2.9.4.3. Normative Commitment**

The third element of organizational culture is normative commitment. Only a small amount of literature has examined normative commitment. Allen and Meyer (1990) and Randall and Cote (1991) attempted to distinguish between emotional and continuous dedication and normative commitment. A normative commitment shows that a worker owes it to the company to stay on as an employee. People with high levels of normative commitment believe they should keep working for the company (Allen and Meyer, 1990: 17).

When an employee is satisfied and required to repay the company invested in them, normative commitment arises. Employees believe they have a moral duty to continue offering their skills to the firm if it has spent significant money and time educating and growing them. For instance, if a company has paid for workers' schooling while pursuing more education to raise their credentials, the employees feel required to pay the company back by remaining to assist.

The normative commitment was distinguished from emotional and continuous duty. It has been discovered that moral and normative commitment is comparable.

A sense of responsibility or obligation toward the organization characterizes normative commitment. Since it is independent of the time and effort commitments the workers have made in the company, normative commitment varies from continuance commitment.

The three aspects of organizational commitment are not exclusive. Each of the three qualities of commitment can be developed by a person or combined. However, based on their fundamental goals and results, these organizational commitment conceptions are distinct (Randal and Cote, 1991: 195).

## **2.10. Literature on CSR and Organizational Commitment**

The findings of Peterson and his colleagues' (2004) study imply that external CSR is highly associated with emotional commitment and furthers our knowledge of the variables that influence it. Consequently, external CSR has positive effects on internal employee dedication as well as stakeholders outside the organization (Peterson et al., 2004: 300).

Brammer and his colleagues (2007) investigated how three facets of socially responsible behavior, employee views of corporate responsibility in public, procedural fairness in the workplace, and the availability of employee training affect emotional commitment. In a model that accounts for work satisfaction, management, employee level, age, and tenure and distinguishes between the direct and moderating impacts of gender, the association between emotional commitment and each facet of CSR is examined. A sample of 4,712 workers from a financial services organization served as the basis for the investigation.

The findings show a strong correlation between all three CSR measures and emotional commitment and imply that CSR has at least as much an impact on affective commitment as employee satisfaction. Consequently, corporate social responsibility impacts not only external stakeholders but also the dedication of employees within the company.

In addition, the results highlight the moderating role that gender plays in the link between CSR and emotional commitment, even if there was no direct correlation between gender and affective commitment (Brammer et al., 2007:2).

Imran et al. (2010) investigated corporate social responsibility influences, employee commitment, and organizational performance.

This study examined the complex relationship between CSR and employee organizational performance and commitment. The study used an exploratory methodology, and 371 professionals who worked in various areas of Pakistan's economy provided the primary data.

The study used the structural equation modeling (SEM) approach. According to the survey, there is an important link between CSR activities and employee organizational commitment, worker commitment to the organization and success, and CSR activities and organizational performance. The report highlights significant ramifications for how CSR may strengthen employee loyalty to the firm and raise productivity (Imran et al. 2010:1).

Hamid and Zubair (2016) investigated corporate social responsibility and organizational commitment among employees in the corporate sector. The goal of the study was to understand better the connection between organizational commitment and CSR across corporate sector personnel. Two hundred and fifty workers from the corporate sector made up the sample. In the study, accordingly, organizational commitment and corporate social responsibility views were assessed using self-report assessments of corporate social responsibility and organizational commitment surveys. The findings revealed a favorable correlation between organizational commitment and corporate social responsibility across workers in the business sector. Gender-related group differences were not significant; nevertheless, individuals with longer employment histories and senior-level positions had more positive attitudes toward corporate social responsibility and greater levels of organizational commitment (Hamid and Zubair, 2016: 1).

Kucukusta, Guillet & Chan's study in 2016 investigated the relationship between CSR and affective organizational commitment in medium-sized airlines in Hong Kong. CSR applications; are grouped under the dimensions of safety, society, people, business operations, and the environment. While all five measurements were relevant, the environmental dimension was the most important. (Kucukusta et al, 2016).

The study titled "Corporate Social Responsibility and Organizational Commitment" by Mehran Nejati and Ghasemi Sasan in 2013, it was investigated how the perception of social responsibility of the organization affects the organizational commitment of the employees and the regulatory effect on the importance of ethics and CSR relationship. The findings showed that the perception of CSR positively affects the organizational commitment of the employees.

Arcan Tuzcu evaluated the level of CSR-based job satisfaction and organizational commitment among various individual factors with his research named The Impact of Corporate Social Responsibility Perception on Job Satisfaction and Organizational Commitment. According to the findings, no significant relationship was found between employees' perceptions of corporate social responsibility and their organizational commitment and job satisfaction.

Hellemans, Closon, and Leys (2015) focused on the connections between employee attitudes and perception of CSR. Findings and results show that ethical and legal internal and external practices significantly affect affective organizational commitment. It also shows that job satisfaction is positively affected by philanthropic practices as well as internal and external ethical and legal practices.

## CHAPTER III

### METHODOLOGY

This study is quantitative research and aims to measure whether the organizational commitment levels of the participants increase in direct proportion to their perceptions of corporate social responsibility. Participants work as cabin crew in a large-scale airline operating in Turkey. The questionnaire was prepared online and delivered to the participants. A 5-point Likert scale was used: I agree, I can't entirely agree, I have no idea, I disagree, I can't wholly agree. The questionnaire consists of three main parts. The first part is a personal information form with demographic questions. The second and third part includes CSR attitudes and Organizational Commitment level measurement questions. Responses were received from a total of 309 participants. Our tested hypotheses are listed below;

H1: The employees' attitudes toward CSR significantly differ according to demographics such as gender, age, education level, title, and work experience.

*H1(a): The employees' attitudes toward CSR significantly differ according to gender.*

*H1(b): The employees' attitudes toward CSR significantly differ according to age.*

*H1(c): The employees' attitudes toward CSR significantly differ according to education level.*

*H1(d): The employees' attitudes toward CSR significantly differ according to the title.*

*H1(e): The employees' attitudes toward CSR significantly differ according to work experience.*

H2: The employees' assessment of existing CSR activities significantly differs according to demographics such as gender, age, education level, title, and work experience.

*H2(a): The employees' assessment of existing CSR activities significantly differs according to gender.*

*H2(b): The employees' assessment of existing CSR activities significantly differs according to age.*

*H2(c): The employees' assessment of existing CSR activities significantly differs according to education level.*

*H2(d): The employees' assessment of existing CSR activities significantly differs according to the title.*

*H2(e): The employees' assessment of existing CSR activities significantly differs according to work experience.*

H3: The employees' organizational commitment levels significantly differ according to demographics such as gender, age, education level, title, and work experience.

*H3(a): The employees' organizational commitment levels significantly differ according to gender.*

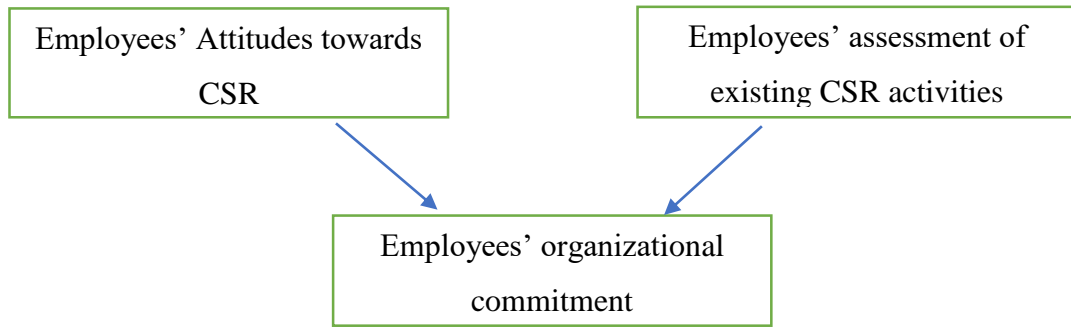
*H3(b): The employees' organizational commitment levels significantly differ according to age.*

*H3(c): The employees' organizational commitment levels significantly differ according to education level.*

*H3(d): The employees' organizational commitment levels significantly differ according to the title.*

*H3(e): The employees' organizational commitment levels significantly differ according to work experience.*

H4: There is a significant relationship between employees' attitudes toward CSR, employees' assessment of existing CSR activities, and employees' organizational commitment.



**Figure 3.1. The Model of the Study**

### 3.1. Data Collection Tools

Personal information form, Employees' attitudes toward CSR, Employees' assessment of existing CSR activities, and Employees' Organizational Commitment Levels were used as data collection tools in the research:

- **Personal Information Form:** It is aimed to collect information about the gender, age, education level, title, and work experience of the participants.
- **Employees' assessment of existing CSR activities:** Employees' attitudes toward CSR scale created by Türker (2006) was used to determine how employees felt about CSR. The earlier research in the literature offers accurate and valid scales to assess corporate social responsibility, social orientation, and performance. Following these evaluation procedures, a draft of the Employees' attitudes toward the CSR scale with 18 items was created for the primary survey.

Finally, each scale in the questionnaire had its reliability examined. The Cronbach alpha values for the CSR, ICSR, and OCQ scales are .9399, .72, and .9174. All scale reliabilities are higher than the .70 level.

- **Employees' attitudes toward CSR:** Through a subscale of the Perceived Role of Ethics and Social Responsibility (PRESOR) that Etheredge (1999) converted into a two-factor framework, the significance of social responsibility for employees was assessed. Singhapakdi et al. (1996) created the PRESOR and assessed managers' views on the importance of morality and social

responsibility in attaining competitive advantage. The scale includes items chosen to reflect several aspects, the weight placed on ethics and social responsibility concerning organizational performance, as well as other factors.

- **Organizational Commitment Scale:** Mowday, Steers, and Porter (1979) created the OCQ, which uses 15 measures to evaluate global commitment to the organization. The original questionnaire's coefficient alpha values varied from 0.81 to 0.93. It has been demonstrated that the 15-item OCQ and the condensed OCQ have a strong positive association. Based on several research findings in the literature, coefficient alpha values they were varied from 0.74 to 0.92.

### **3.2. Participants of the Research**

We sent our online survey to our randomly selected 309 participants. When we look at the distribution of the participants by gender, it is seen that 230 people are women and 79 people are men.

When we look at the distribution of the participants by age, it is seen that 89 people are in the 25-30 age range, 147 people are in the 31-35 age range, 40 people are in the 36-40 age range, 13 people are 41 years old and over.

When we look at the distribution of the participants according to their educational status, it is seen that 11 people are high school graduates, 123 people are college graduates, 122 people are undergraduates, 45 people are graduates, and eight are doctoral graduates. When we look at the distribution of the participants according to their titles, it is seen that 232 people are cabin crew, 56 are cabin chiefs, and 21 are pursers.

Finally, when we look at the distribution of the participants according to their work experience, it is seen that 24 people have two years or less work experience, 115 people have 3-5 years, 112 people have 6-10 years, 43 people have 11-15 years, 15 people have 16 years or more work experience.

### **3.3. Statistical Analysis**

All data of the research were analyzed in SPSS 28.0 package program. In the study, the Shapiro-Wilk test was applied to measure whether the data showed a normal distribution. As the data in the study did not show the normal distribution, the Mann-Whitney U test was used for comparing paired groups, and the Kruskal Wallis test was used for comparing three or more groups. The Spearman correlation test was applied to measure the relationship between the scales.



## CHAPTER IV

### FINDINGS AND RESULTS

In this chapter, the findings and results of the study will be presented. First, the demographic distribution of participants is displayed in Table 4.1. Then, test results and distributions of employees' attitudes to CSR, assessment of existing CSR activities, and Organizational Commitment Level are discussed. Finally, the effect of demographic variables such as age, education level, title, work experience, and gender on the participants' corporate social responsibility and organizational commitment scores is demonstrated.

#### 4.1. Descriptive Statistics

**Table 4.1. Demographic Information of Participants**

N=309		N	%
<b>Gender</b>	Female	230	74.4
	Male	79	25.6
<b>Age</b>	18-24	20	6.5
	25-30	89	28.8
	31-35	147	47.6
	36-40	40	12.9
	41+	13	4.2
<b>Education status</b>	High school	11	3.6
	College	123	39.8
	Undergraduate	122	39.5
	Graduate	45	14.6
	PhD	8	2.6
<b>Title</b>	Cabin crew	232	75.1
	Cabin Chief	56	18.1
	Purser	21	6.8
<b>Work experience</b>	Less than two years	24	7.8
	3-5 years	115	37.2
	6-10 years	112	36.2
	11-15 years	43	13.9
	16+ years	15	4.9

As can be seen from Table 4.1., a total of 309 people participated in the research. When we look at the distribution of the participants by gender, 230 people are women, and 79 people are men. According to airlines' company policies, more than 60% of cabin crew members are women. For this reason, the majority of our participants are women. When we look at the distribution of the participants by age, 89 people are in the 25-30 age range, 147 people are in the 31-35 age range, 40 people are in the 36-40 age range, and 13 people are 41 years old and over. When we look at the distribution of the participants according to their educational status, 11 people are high school graduates, 123 people are college graduates, 122 people are undergraduates, 45 people are graduates, and eight are doctoral graduates. When we look at the distribution of the participants according to their titles, 232 people are cabin crew, 56 are cabin chiefs, and 21 are pursers. Finally, when we look at the distribution of the participants according to their work experience, 24 people have two years or less work experience, 115 people have 3-5 years, 112 people have 6-10 years, 43 people have 11-15 years, 15 people have 16 years or more work experience.

#### 4.2. Reliability and Normality Tests

**Table 4.2. Reliability Analysis of Scales**

<b>Scale</b>	<b>Cronbach Alfa</b>
Employees' Assessment of Existing CSR	0.957
Employees' Attitudes toward CSR	0.872
Organizational Commitment Levels	0.907

As seen in Table 4.2., the reliability level of each scale utilized in the research is above 0.70 and acceptable.

**Table 4.3. Normality Tests of Scales**

	<b>Shapiro-Wilk</b>
Employees' Attitudes toward CSR	0.001
Employees' Assessment of Existing CSR	0.001
Organizational Commitment Levels	0.001

As seen in Table 4.3., the scores obtained from Employees' attitudes toward CSR, Employees' Assessment of Existing CSR Activities, and Employees' Organizational Commitment Levels did not show a normal distribution ( $p < 0.05$ ).

**Table 4.4. Distribution of the Scores on the Employees' Assessment of Existing CSR Activities**

	<b>Mean</b>	<b>S.D</b>	<b>Median</b>	<b>Min</b>	<b>Max</b>
CSR to Employees	19.39	4.18	19	5	25
CSR to Customers	12.94	1.97	13	6	15
CSR to Society	8.51	1.47	9	4	10
CSR to Government	8.80	1.36	9	4	10
CSR to Natural Environment	8.58	1.38	9	4	10
CSR to Next Generation	8.39	1.43	8	4	10
CSR to Governmental Organizations	8.16	1.63	8	3	10

As can be seen from Table 4.4., the participants' attitudes toward CSR sub-dimension scores are high. As a result, the participants are generally satisfied with the corporate social responsibility activities in the institutions they work for. According to the findings, the company's structure encourages its employees to receive training and develop their skills. Participants think that the company has a management approach that tries to respond to the wishes and needs of the organization's employees.

Furthermore, it can be said that customer satisfaction is adopted as a company policy. Participants think that the company fully fulfills its tax and legal obligations. Another value shared by the company and the participants is environmental awareness.

The implementation of policies to reduce the damage caused by the airport and aircraft to the environment and the fact that the participants are a part of these policies is an indicator of this.

We can interpret the high social responsibility activities score as adopting social responsibility projects, such as the company's village school projects and aid projects for African countries.

**Table 4.5. Distribution of the Scores on the Employees' Attitudes Toward CSR**

	Mean	S.D	Median	Min	Max
Employees' Attitudes toward CSR	20.75	3.24	20	10	25

As can be seen from Table 4.5., the participants' attitudes toward CSR scores are high. We can say that the social responsibility perceptions of the participants are high. Participants are aware that their companies have other responsibilities beyond making a profit. They think that corporate social responsibility activities are one of the basic building blocks for the company to increase its profitability in the long term and to exist in the market.

**Table 4.6. Distribution of the Participants' Scores on the Organizational Commitment Scale**

Scale	Mean	S.D	Median	Min	Max
Organizational Commitment	37.30	5.67	38	19	45

As can be seen from Table 4.6., the participants' Employees' Organizational Commitment scores are high.

### 4.3. Difference Tests

#### 4.3.1. Gender

**Table 4.7. Employees' Assessment of Existing CSR Activities Scores by Gender**

	Gender	N	Mean	S.D	Mann Whitney	p
CSR to Employees	Female	230	19.18	4.22	-1.449	0.147
	Male	79	20.02	4.05		
CSR to Customers	Female	230	12.98	1.92	-0.414	0.679
	Male	79	12.83	2.12		
CSR to Society	Female	230	8.53	1.48	-0.647	0.517
	Male	79	8.44	1.44		
CSR to Government	Female	230	8.66	1.35	-1.417	0.157
	Male	79	8.63	1.41		
CSR to Natural Environment	Female	230	8.62	1.36	-0.711	0.477
	Male	79	8.48	1.46		
CSR to Next Generation	Female	230	8.40	1.41	-0.163	0.871
	Male	79	8.37	1.47		
CSR to Governmental Organizations	Female	230	8.07	1.67	-1.320	0.187
	Male	79	8.43	1.49		

As can be seen from Table 4.7., the sub-dimensions of the participants' assessment of existing CSR activities, the scores of CSR to Employees, CSR to Customers, CSR to Society, CSR to Government, CSR to Natural Environment, CSR to Next Generation, CSR to Governmental Organizations do not differ significantly according to their gender ( $p > 0.05$ ).

**Table 4.8. Employees' Attitudes Toward CSR by Gender**

Scale	Gender	N	Mean	S.D	Mann Whitney	p
Employees' attitudes toward CSR	Female	230	20.90	2.92	-0.747	0.455
	Male	79	20.32	4.03		

Table 4.8 shows that employees' attitudes toward CSR do not differ significantly according to gender ( $p>0.05$ ).

**Table 4.9. Employees' Organizational Commitment Scores by Gender**

Scale	Gender	N	Mean	S.D	Mann Whitney	p
Organizational Commitment	Female	230	37.31	5.55	-0.129	0.898
	Male	79	37.27	6.06		

As can be seen from Table 4.9., the Organizational Commitment scores of the participants do not differ significantly according to their gender ( $p>0.05$ ).

#### **4.3.2. Age**

As can be seen from Table 4.10., the sub-dimensions of participants' assessment of existing CSR activities, the scores of CSR to Employees, CSR to Society, CSR to Natural Environment, CSR to Next Generation, CSR to Governmental Organizations do not differ significantly according to their age ( $p>0.05$ ).

**Table 4.10. Employees' Assessment of Existing CSR Activities Scores by Age**

	Age	N	Mean	S.D	Kruskal Wallis	p
CSR to Employees	18-24	20	21.15	3.31	12.817	0.012*
	25-30	89	18.93	4.70		
	31-35	147	19.24	3.80		
	36-40	40	19.12	4.36		
	41+	13	22.46	3.86		
CSR to Customers	18-24	20	13.35	1.42	7.076	0.132
	25-30	89	12.67	2.05		
	31-35	147	12.99	2.01		
	36-40	40	12.82	2.03		
	41+	13	14.07	1.18		
CSR to Society	18-24	20	8.90	1.11	14.292	0.006*
	25-30	89	8.19	1.47		
	31-35	147	8.71	1.49		
	36-40	40	8.12	1.50		
	41+	13	9.07	1.03		
CSR to Government	18-24	20	8.75	1.20	5.564	0.234
	25-30	89	8.59	1.47		
	31-35	147	8.96	1.33		
	36-40	40	8.62	1.40		
	41+	13	9.15	0.98		
CSR to Natural Environment	18-24	20	8.85	1.18	13.923	0.008*
	25-30	89	8.24	1.47		
	31-35	147	8.78	1.30		
	36-40	40	8.25	1.49		
	41+	13	9.30	1.03		
CSR to Next Generation	18-24	20	8.90	1.16	10.361	0.035*
	25-30	89	8.17	1.45		
	31-35	147	8.51	1.32		
	36-40	40	7.97	1.76		
	41+	13	9.07	1.18		
CSR to Governmental Organizations	18-24	20	8.95	1.19	13.089	0.011*
	25-30	89	7.70	1.87		
	31-35	147	8.30	1.47		
	36-40	40	8.10	1.66		
	41+	13	8.76	1.53		

However, the scores of CSR to Customers and CSR to Governmental organizations vary considerably according to age ( $p < 0.05$ ). When we look at the CSR to Employees scores of the participants, it is seen that those aged 41 and over have the highest scores, and those aged 25-30 have the lowest scores.

When we look at the CSR to Society scores of the participants, it is seen that those aged 41 and over have the highest scores, and those aged 36-40 have the lowest scores. When we look at the participants' CSR to Natural Environment scores, it is seen that those aged 41 and over have the highest scores, and those aged 25-30 have the lowest scores. Finally, when we look at the CSR to Governmental organizations scores of the participants, it is seen that the scores of those between the ages of 18-24 are the highest, and the scores of those between the ages of 25-30 are the lowest.

**Table 4.11. Post Hoc Test Result**

Dependent Variable	Age	Age	Mean Difference (I-J)	Std. Error	Sig.
CSR to Employees	1	2	2.21742	1.02256	.195
		3	1.90510	.98485	.301
		4	2.02500	1.13166	.382
		5	-1.31154	1.47216	.900
	2	1	-2.21742	1.02256	.195
		3	-.31231	.55499	.980
		4	-.19242	.78660	.999
		5	-3.52895*	1.22693	.035*
	3	1	-1.90510	.98485	.301
		2	.31231	.55499	.980
		4	.11990	.73692	1.000
		5	-3.21664	1.19568	.058*
	4	1	-2.02500	1.13166	.382
		2	.19242	.78660	.999
		3	-.11990	.73692	1.000
		5	-3.33654	1.31924	.087
CSR to Society	1	2	.70899	.35985	.283
		3	.18571	.34658	.984
		4	.77500	.39824	.295
		5	-.17692	.51807	.997
	2	1	-.70899	.35985	.283
		3	-.52327	.19531	.059
		4	.06601	.27681	.999
		5	-.88591	.43177	.244
	3	1	-.18571	.34658	.984
		2	.52327	.19531	.059
		4	.58929	.25933	.157
		5	-.36264	.42077	.911
	4	1	-.77500	.39824	.295
		2	-.06601	.27681	.999
		3	-.58929	.25933	.157
		5	-.95192	.46425	.245

**Table 4.12. Post Hoc Test Result 2**

CSR to Natural Environment	1	2	.59157	.33733	.403
		3	.06769	.32489	1.000
		4	.60000	.37332	.494
		5	-.45769	.48565	.880
	2	1	-.59157	.33733	.403
		3	-.52389*	.18309	.036
		4	.00843	.25949	1.000
		5	-1.04927	.40475	.074
	3	1	-.06769	.32489	1.000
		2	.52389*	.18309	.036*
		4	.53231	.24310	.186
		5	-.52538	.39444	.671
	4	1	-.60000	.37332	.494
		2	-.00843	.25949	1.000
		3	-.53231	.24310	.186
		5	-1.05769	.43520	.110
CSR to Next Generation	1	2	.72022	.34925	.239
		3	.38299	.33637	.786
		4	.92500	.38651	.120
		5	-.17692	.50281	.997
		2	-.72022	.34925	.239
	2	3	-.33723	.18955	.388
		4	.20478	.26866	.941
		5	-.89715	.41905	.206
		3	1	-.38299	.33637
	3	2	.33723	.18955	.388
		4	.54201	.25169	.201
		5	-.55992	.40838	.647
		4	1	-.92500	.38651
	4	2	-.20478	.26866	.941
		3	-.54201	.25169	.201
		5	-1.10192	.45057	.106
CSR to Nongovernmental Organizations		1	2	1.24213*	.39853
	3		.64388	.38384	.449
	4		.85000	.44105	.305
	5		.18077	.57376	.998
	2		1	-1.24213*	.39853
	2	3	-.59826*	.21630	.047
		4	-.39213	.30657	.704
		5	-1.06137	.47818	.175
		3	1	-.64388	.38384
	3	2	.59826*	.21630	.047
		4	.20612	.28721	.952
		5	-.46311	.46600	.858
		4	1	-.85000	.44105
	4	2	.39213	.30657	.704
		3	-.20612	.28721	.952
		5	-.66923	.51416	.690

As can be seen from the table, there is a significant difference in CSR to employees scores between the ages of 25-30 and 41+. There is a substantial difference in CSR to natural environment scores between 25-30 and 31-35. There is a significant difference in CSR to nongovernmental organizations scores between 18-24 and 25-30.

**Table 4.13. Employees' Attitudes Toward CSR by Age**

Scale	Age	N	Mean	S.D	Kruskal Wallis	p
Employees' Attitudes toward CSR	18-24	20	20.85	3.28	7.674	0.104
	25-30	89	20.55	3.32		
	31-35	147	20.94	2.98		
	36-40	40	19.85	3.99		
	41+	13	22.69	2.39		

As can be seen from Table 4.13., employees' attitudes toward CSR do not differ significantly according to their age ( $p>0.05$ ).

**Table 4.14. Employees' Organizational Commitment Scores by Age**

Scale	Age	N	Mean	S.D	Kruskal Wallis	p
Organizational Commitment	18-24	20	38.60	5.62	6.863	0.143
	25-30	89	36.52	5.88		
	31-35	147	37.45	5.48		
	36-40	40	36.87	6.15		
	41+	13	40.30	4.15		

As can be seen from Table 4.14., the Organizational Commitment scores of the participants do not differ significantly according to their age ( $p>0.05$ ).

### 4.3.3. Education Status

**Table 4.15. Employees' Assessment of Existing CSR Activities Scores by Education Status**

	<b>Education Status</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>Kruskal Wallis</b>	<b>p</b>
CSR to Employees	High school	11	20.54	4.22	18.409	0.001 *
	College	123	19.69	3.21		
	Undergraduate	122	18.76	4.44		
	Graduate	45	19.11	5.34		
	Ph.D.	8	24.62	1.06		
CSR to Customers	High school	11	13	1.41	9.463	0.061
	College	123	12.87	1.93		
	Undergraduate	122	12.95	1.88		
	Graduate	45	12.80	2.47		
	Ph.D.	8	14.75	0.70		
CSR to Society	High school	11	8.54	1.50	7.689	0.104
	College	123	8.60	1.34		
	Undergraduate	122	8.40	1.50		
	Graduate	45	8.33	1.74		
	Ph.D.	8	9.75	0.70		
CSR to Government	High school	11	8.63	1.12	8.040	0.090
	College	123	8.66	1.32		
	Undergraduate	122	8.90	1.32		
	Graduate	45	8.80	1.67		
	Ph.D.	8	9.75	0.70		
CSR to Natural Environment	High school	11	8.63	1.36	9.354	0.053
	College	123	8.51	1.28		
	Undergraduate	122	8.62	1.39		
	Graduate	45	8.46	1.64		
	Ph.D.	8	9.87	0.35		
CSR to Next Generation	High school	11	8.63	1.12	10.879	0.028 *
	College	123	8.36	1.25		
	Undergraduate	122	8.38	1.48		
	Graduate	45	8.20	1.76		
	Ph.D.	8	9.87	0.35		
CSR to Governmental Organizations	High school	11	8.45	1.63	11.874	0.018 *
	College	123	8.26	1.31		
	Undergraduate	122	7	1.80		
	Graduate	45	8	1.93		
	Ph.D.	8	9.87	0.35		

As seen from Table 4.15., the sub-dimensions of the participants' assessment of existing CSR activities, the scores of CSR to Customers, CSR to Society, CSR to Government, and CSR to Natural Environment do not differ significantly according to education status ( $p>0.05$ ).

However, the scores of CSR to Employees, CSR to the Next Generation, and CSR to Governmental Organizations differ significantly according to education status ( $p < 0.05$ ). When we look at the CSR to Employees scores of the participants, it is seen that the scores of doctoral graduates are the highest, and the scores of undergraduate graduates are the lowest. When we look at the participants' CSR to Governmental Organizations scores, it is seen that the scores of doctoral graduates are the highest, and the scores of undergraduate graduates are the lowest. Finally, when we look at the CSR to Next Generation scores of the participants, it is seen that the scores of doctoral graduates are the highest, and the scores of graduates are the lowest.

**Table 4.16. Post Hoc Test Result 3**

Dependent Variable	education	education	Mean Difference (I-J)	Std. Error	Sig.
CSRtoemployees	1	2	.85440	1.28943	.964
		3	1.78316	1.28986	.639
		4	1.43434	1.37811	.836
		5	-4.07955	1.90383	.205
	2	1	-.85440	1.28943	.964
		3	.92876	.52353	.391
		4	.57995	.71382	.927
		5	-4.93394*	1.49497	.009*
	3	1	-1.78316	1.28986	.639
		2	-.92876	.52353	.391
		4	-.34882	.71460	.988
		5	-5.86270*	1.49534	.001*
	4	1	-1.43434	1.37811	.836
		2	-.57995	.71382	.927
		3	.34882	.71460	.988
		5	-5.51389*	1.57210	.005*
CSRtonext generation	1	2	.27051	.44581	.974
		3	.25112	.44596	.980
		4	.43636	.47647	.891
		5	-1.23864	.65824	.329
	2	1	-.27051	.44581	.974
		3	-.01939	.18101	1.000
		4	.16585	.24680	.962
		5	-1.50915*	.51687	.031*
	3	1	-.25112	.44596	.980
		2	.01939	.18101	1.000
		4	.18525	.24707	.944

**Table 4.16. (cont.)**

		5	- 1.48975*	.51700	.034*
	4	1	-.43636	.47647	.891
		2	-.16585	.24680	.962
		3	-.18525	.24707	.944
		5	- 1.67500*	.54354	.019*

**Table 4.17. Post Hoc Test Result 4**

CSRtonon governmen talorganiza tions	1	2	.19438	.50965	.995
		3	.45455	.50982	.900
		4	.45455	.54470	.920
		5	-1.42045	.75249	.326
	2	1	-.19438	.50965	.995
		3	.26016	.20693	.718
		4	.26016	.28214	.888
		5	-1.61484	.59089	.052
	3	1	-.45455	.50982	.900
		2	-.26016	.20693	.718
		4	.00000	.28245	1.000
		5	-1.87500*	.59104	.014*
	4	1	-.45455	.54470	.920
		2	-.26016	.28214	.888
		3	.00000	.28245	1.000
		5	-1.87500*	.62138	.023*

As can be seen from the table, there is a significant difference in CSR to employees scores between the educations of College and Ph.D., Undergraduate and Ph.D., and Graduate and Ph.D. There is a substantial difference in CSR to next-generation scores between the teachings of College and Ph.D., Undergraduate and Ph.D., and Graduate and Ph.D. There is a significant difference in CSR to nongovernmental organizations scores between the educations of Undergraduate Ph.D., Graduate Ph.D.

**Table 4.18. Employees' Attitudes Toward CSR by Education Status**

Scale	Education Status	N	Mean	S.D	Kruskal Wallis	p
Employees' Attitudes toward CSR	High school	11	20.09	3.59	10.915	0.028*
	College	123	20.74	2.54		
	Undergraduate	122	20.57	3.42		
	Graduate	45	20.86	4.28		
	PhD	8	24	1.41		

Table 4.18 shows that employees' attitudes toward CSR differ significantly according to their education status ( $p < 0.05$ ). When details are considered, it is seen that the scores of doctoral graduates are the highest, and the scores of high school graduates are the lowest.

**Table 4.19. Post Hoc Test Result 5**

Education	Education	Mean Difference (I-J)	Std. Error	Sig.
1	2	-.65706	1.01450	.967
	3	-.48286	1.01484	.989
	4	-.77576	1.08427	.953
	5	-3.90909	1.49790	.071
2	1	.65706	1.01450	.967
	3	.17420	.41191	.993
	4	-.11870	.56162	1.000
	5	-3.25203*	1.17621	.047*
3	1	.48286	1.01484	.989
	2	-.17420	.41191	.993
	4	-.29290	.56224	.985
	5	-3.42623*	1.17651	.031*
4	1	.77576	1.08427	.953
	2	.11870	.56162	1.000
	3	.29290	.56224	.985
	5	-3.13333	1.23690	.086

As can be seen from the table 4.18., there is a significant difference in Employees' Attitudes toward CSR scores between the education of College and Ph.D., Undergraduate and Ph.D.

**Table 4.20. Employees' Organizational Commitment  
Scores by Education Status**

Scale	Education Status	N	Mean	S.D	Kruskal Wallis	p
Organizational Commitment	High school	11	37.81	5.07	19.454	0.001*
	College	123	36.92	4.63		
	Undergraduate	122	37	6.09		
	Graduate	45	37.71	6.86		
	PhD	8	44.87	0.35		

As can be seen from Table 4.20., the Organizational Commitment scores of the participants differ significantly according to their education status ( $p < 0.05$ ). When we look at the Organizational Commitment scores of the participants, it is seen that the scores of doctoral graduates are the highest, and the scores of college graduates are the lowest.

**Table 4.21. Post Hoc Test Result 6**

Education	Education	Mean Difference (I-J)	Std. Error	Sig.
1	2	.89135	1.75314	.986
	3	.81818	1.75373	.990
	4	.10707	1.87372	1.000
	5	-7.05682	2.58850	.052
2	1	-.89135	1.75314	.986
	3	-.07317	.71181	1.000
	4	-.78428	.97053	.928
	5	-7.94817*	2.03260	.001*
3	1	-.81818	1.75373	.990
	2	.07317	.71181	1.000
	4	-.71111	.97160	.949
	5	-7.87500*	2.03311	.001*
4	1	-.10707	1.87372	1.000
	2	.78428	.97053	.928
	3	.71111	.97160	.949
	5	-7.16389*	2.13747	.008.

As can be seen from the table 4.21., there is a significant difference in Organizational Commitment Scores between the education of College and Ph.D., Undergraduate and Ph.D., and Graduate and Ph.D.

#### 4.3.4. Title

**Table 4.22. Employees' Assessment of Existing CSR Activities Scores by Title**

	<b>Title</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>	<b>Kruskal Wallis</b>	<b>p</b>
CSR to Employees	Cabin Crew	232	19.03	4.13	11.136	0.004*
	Cabin Chief	56	20.01	4.22		
	Purser	21	21.80	3.84		
CSR to Customers	Cabin Crew	232	12.90	1.92	2.203	0.332
	Cabin Chief	56	12.94	2.20		
	Purser	21	13.42	1.96		
CSR to Society	Cabin Crew	232	8.54	1.47	1.389	0.499
	Cabin Chief	56	8.30	1.54		
	Purser	21	8.71	1.23		
CSR to Government	Cabin Crew	232	8.806	1.36	0.051	0.975
	Cabin Chief	56	8.803	1.48		
	Purser	21	8.85	1.19		
CSR to Natural Environment	Cabin Crew	232	8.56	1.35	5.387	0.068
	Cabin Chief	56	8.46	1.57		
	Purser	21	9.23	1.57		
CSR to Next Generation	Cabin Crew	232	8.39	1.36	0.950	0.622
	Cabin Chief	56	8.28	1.69		
	Purser	21	8.71	1.34		
CSR to Governmental Organizations	Cabin Crew	232	8.06	1.63	5.208	0.074
	Cabin Chief	56	8.33	1.68		
	Purser	21	8.80	1.36		

As can be seen from Table 4.22., the sub-dimensions of the participants' assessment of existing CSR activities, the scores of CSR to Customers, CSR to Society, CSR to Government, CSR to Natural Environment, CSR to Next Generation, CSR to Governmental Organizations do not differ significantly according to the title ( $p > 0.05$ ). However, the scores of CSR to Employees vary considerably according to the title. For example, when we look at the CSR to Employees scores of the participants, it is

seen that those who are Purser have the highest scores, and those who are Cabin Crew have the lowest scores.

**Table 4.23. Post Hoc Test Result 7**

Title	Title	Mean Difference (I-J)	Std. Error	Sig.
1	2	-.98768	.61524	.245
	3	-2.77935*	.94165	.010*
2	1	.98768	.61524	.245
	3	-1.79167	1.05736	.209

As can be seen from the table 4.22., there is a significant difference in employees' assessment of existing CSR activities scores between the titles of cabin crew and purser.

**Table 4.24. Employees' Attitudes Toward CSR by Title**

Scale	Title	N	Mean	S.D	Kruskal Wallis	p
Employees' Attitudes toward CSR	Cabin Crew	232	20.74	3.03	7.145	0.028*
	Cabin Chief	56	20.21	3.92		
	Purser	21	22.33	3.16		

Table 4.2. shows employees' attitudes toward CSR differ significantly according to their titles ( $p < 0.05$ ). When details are considered, it is seen that Purser have the highest scores, and Cabin Chiefs have the lowest scores.

**Table 4.25. Post Hoc Test Result 8**

Title	Title	Mean Difference (I-J)	Std. Error	Sig.
1	2	.53140	.48028	.511
	3	-1.58764	.73509	.080
2	1	-.53140	.48028	.511
	3	-2.11905*	.82542	.029*

As can be seen from the table 4.24., there is a significant difference in Employees' Attitudes toward CSR Scores between the titles of Cabin Chief and Purser.

**Table 4.26. Employees' Organizational Commitment Scores by Title**

Scale	Title	N	Mean	S.D	Kruskal Wallis	p
Organizational Commitment	Cabin Crew	232	36.99	5.58	5.060	0.080
	Cabin Chief	56	37.78	5.87		
	Purser	21	39.52	5.91		

As can be seen from Table 4.26., the Organizational Commitment scores of the participants differ significantly according to their titles ( $p < 0.05$ ). When we look at the CSR scores of the participants, it is seen that those who are Purser have the highest scores, and those who are Cabin Crew have the lowest scores.

#### 4.3.5. Work Experience

**Table 4.27. Employees' Assessment of Existing CSR Activities Scores**

	Work Experience	N	Mean	S.D	Kruskal Wallis	p
CSR to Employees	Less than two years	24	21.66	2.59	18.224	0.001*
	3-5 years	115	19.16	4.65		
	6-10 years	112	19.05	3.68		
	11-15 years	43	18.65	4.25		
	16+ years	15	22.26	3.91		
CSR to Customers	Less than two years	24	13.54	1.28	9.422	0.061
	3-5 years	115	12.73	2.14		
	6-10 years	112	13.09	1.81		
	11-15 years	43	12.41	2.24		
	16+ years	15	14	1.30		
CSR to Society	Less than two years	24	9	1.21	11.810	0.019*
	3-5 years	115	8.40	1.48		
	6-10 years	112	8.69	1.46		
	11-15 years	43	7.93	1.57		
	16+ years	15	8.86	1.12		

**Table 4.27. (cont.)**

CSR to Government	Less than two years	24	8.95	1.19	6.760	0.149
	3-5 years	115	8.64	1.50		
	6-10 years	112	9.05	1.18		
	11-15 years	43	8.44	1.51		
	16+ years	15	9.06	1.09		
CSR to Natural Environment	Less than two years	24	8.83	1.16	8.405	0.078
	3-5 years	115	8.49	1.44		
	6-10 years	112	8.72	1.26		
	11-15 years	43	8.13	1.59		
	16+ years	15	9.20	1.14		
CSR to Next Generation	Less than two years	24	9	1.14	8.863	0.065
	3-5 years	115	8.33	1.43		
	6-10 years	112	8.43	1.32		
	11-15 years	43	7.95	1.71		
	16+ years	15	8.86	1.35		
CSR to Governmental Organizations	Less than two years	24	9.08	1.01	11.078	0.026*
	3-5 years	115	8	1.76		
	6-10 years	112	8.09	1.54		
	11-15 years	43	8.06	1.69		
	16+ years	15	8.73	1.53		

As can be seen from Table 4.27., the sub-dimensions of the participants' assessment of existing CSR activities, the scores of CSR to Customers, CSR to Government, CSR to Natural Environment, and CSR to Next Generation do not differ significantly according to their work experience ( $p > 0.05$ ). However, the scores of CSR to Employees, CSR to Society, and CSR to Governmental Organizations differ significantly according to their work experience ( $p < 0.05$ ). When we look at the CSR to Employees scores of the participants, it is seen that the scores of the participants with a work experience of more than 16 years are the highest, and the scores of those with a work experience of 11-15 years are the lowest. When we look at the CSR to Society scores of the participants, it is seen that the scores of the participants with a work experience of more than 16 years are the highest, and the scores of those with a work experience of 11-15 years are the lowest.

**Table 4.28. Post Hoc Test Result 9**

Dependent Variable	Work Experience	Work Experience	Mean Difference (I-J)	Std. Error	Sig.
CSRtoemployees	1	2	2.50145	.92004	.054
		3	2.61310*	.92217	.039*
		4	3.01550*	1.04461	.034*
		5	-.60000	1.34939	.992
	2	1	-2.50145	.92004	.054
		3	.11165	.54427	1.000
		4	.51405	.73283	.956
		5	-3.10145*	1.12547	.048*
	3	1	-2.61310*	.92217	.039*
		2	-.11165	.54427	1.000
		4	.40241	.73549	.982
		5	-3.21310*	1.12720	.037*
	4	1	-3.01550*	1.04461	.034*
		2	-.51405	.73283	.956
		3	-.40241	.73549	.982
		5	-3.61550*	1.22939	.029

**Table 4.29. Post Hoc Test Result 10**

CSRtosociety	1	2	.59130	.32663	.369
		3	.30357	.32739	.886
		4	1.06977*	.37085	.034*
		5	.13333	.47905	.999
	2	1	-.59130	.32663	.369
		3	-.28773	.19322	.570
		4	.47846	.26017	.353
		5	-.45797	.39956	.782
	3	1	-.30357	.32739	.886
		2	.28773	.19322	.570
		4	.76620*	.26111	.029*
		5	-.17024	.40018	.993

**Table 4.29. (cont.)**

	4	1	-1.06977*	.37085	.034*
		2	-.47846	.26017	.353
		3	-.76620*	.26111	.029*
		5	-.93643	.43645	.204
CSR to nongovernmental organizations	1	2	1.07464*	.36370	.028
		3	.98512	.36454	.056
		4	1.01357	.41294	.104
		5	.35000	.53342	.965
	2	1	-1.07464*	.36370	.028*
		3	-.08952	.21515	.994
		4	-.06107	.28969	1.000
		5	-.72464	.44491	.480
	3	1	-.98512	.36454	.056
		2	.08952	.21515	.994
		4	.02845	.29075	1.000
		5	-.63512	.44559	.612
	4	1	-1.01357	.41294	.104
		2	.06107	.28969	1.000
		3	-.02845	.29075	1.000
		5	-.66357	.48599	.650

As can be seen from the table 4.29., there is a significant difference in CSR to employees' Scores between work experiences of less than two years and 6-10 years, less than two years and 11-15 years, 3-5 years and 16+ years. There is a significant difference in CSR to society Scores between work experiences of less than two years and 11-15 years, 6-10 years, and 11-15 years. There is a significant difference in CSR to nongovernmental organizations Scores between work experiences less than two years and 3-5 years.

**Table 4.30. Employees' Attitudes Toward CSR by Work Experience**

Scale	Work Experience	N	Mean	S.D	Kruskal Wallis	p
Employees' attitudes toward CSR	Less than two years	24	21.50	2.71	9.302	0.054
	3-5 years	115	20.94	3.24		
	6-10 years	112	20.54	2.96		
	11-15 years	43	19.76	4.09		
	16+ years	15	22.53	2.55		

As can be seen from Table 4.30., employees' attitudes toward CSR do not differ significantly according to their work experience ( $p>0.05$ ).

**Table 4.31. Employees' Organizational Commitment Scores by Work Experience**

Scale	Work Experience	N	Mean	S.D	Kruskal Wallis	p
Organizational Commitment	Less than two years	24	40	4.89	13.949	0.007*
	3-5 years	115	36.58	6.02		
	6-10 years	112	37.58	4.92		
	11-15 years	43	35.93	6.52		
	16+ years	15	40.46	4.48		

As can be seen from Table 4.31., the Organizational Commitment scores of the participants differ significantly according to their work experience ( $p<0.05$ ).

When we look at the Organizational Commitment scores of the participants, it is seen that the scores of the participants with a work experience of more than 16 years are the highest, and the scores of those with a work experience of 11-15 years are the lowest.

**Table 4.32. Post Hoc Test Result 11**

Work Experience	Work Experience	Mean Difference (I-J)	Std. Error	Sig.
1	2	3.41739	1.25173	.052
	3	2.41964	1.25462	.304
	4	4.06977*	1.42120	.036*
	5	-.46667	1.83586	.999
2	1	-3.41739	1.25173	.052
	3	-.99775	.74048	.662
	4	.65238	.99702	.966
	5	-3.88406	1.53121	.085
3	1	-2.41964	1.25462	.304
	2	.99775	.74048	.662
	4	1.65012	1.00065	.467
	5	-2.88631	1.53357	.329
4	1	-4.06977*	1.42120	.036*
	2	-.65238	.99702	.966
	3	-1.65012	1.00065	.467
	5	-4.53643	1.67260	.054

As can be seen from the table 4.31., there is a significant difference in Employees' Organizational Commitment Scores between work experiences of less than two years and 11-15 years.

#### 4.4. Correlation and Regression

**Table 4.33. Spearman Results Assessment of CSR, Attitudes Toward CSR, and Organizational Commitment**

	Attitudes toward CSR	Organizational Commitment
CSR to Employees	r=0.585 p=0.001*	r=0.691 p=0.001*
CSR to Customers	r=0.544 p=0.001*	r=0.740 p=0.001*
CSR to Society	r=0.493 p=0.001*	r=0.696 p=0.001*
CSR to Government	r=0.458 p=0.001*	r=0.631 p=0.001*
CSR to Natural Environment	r=0.507 p=0.001*	r=0.715 p=0.001*
CSR to Next Generation	r=0.550 p=0.001*	r=0.736 p=0.001*
CSR to Governmental Organizations	r=0.565 p=0.001*	r=0.665 p=0.001*

As seen in Table 4.33., there is a significant positive relationship between the participants' attitudes toward CSR sub-dimensions, CSR to Employees, CSR to Customers, CSR to Society, CSR to Government, CSR to Natural Environment, CSR to Next Generation, CSR to Governmental Organizations, Importance of CSR, and Organizational Commitment scores. As a result, as the participants' Corporate Social Responsibility scores increase, their organizational commitment rises.

**Table 4.34. Regression Test Results**

Model	R	R2	Adgested R2	Standart Kestirim Hatası	p
1	0.832	0.692	0.690	0.498	0.000

**Table 4.35. Coefficients**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig .
		B	Std. Error	Beta		
1	(Constant)	4.135	1.302		3.176	.002
	CSR total	.327	.020	.660	16.126	<.001
	ImportanceofCSR total	.418	.072	.239	5.839	<.001
a. Dependent Variable: organizational commitment total						

As can be seen from the table 4.33., organizational commitment is a mediator in the relationship between the participants' Assessment of CSR Activities and Attitudes toward CSR levels. We can say that this model is statistically significant since the sig value of variance table is ( $p = 0.000 < 0.05$ ) and  $R = 0.832$

Acceptance and rejection of the hypothesis are mentioned below:

H1: The employees' attitudes toward CSR significantly differ according to demographics such as gender, age, education level, title, and work experience.

*H1(a): The employees' attitudes toward CSR significantly differ according to gender (rejected)*

*H1(b): The employees' attitudes toward CSR significantly differ according to age. (accepted)*

*H1(c): The employees' attitudes toward CSR significantly differ according to education level. (accepted)*

*H1(d): The employees' attitudes toward CSR significantly differ according to the title. (accepted)*

*H1(e): The employees' attitudes toward CSR significantly differ according to work experience. (accepted)*

H2: The employees' assessment of existing CSR activities significantly differs according to demographics such as gender, age, education level, title, and work experience.

*H2(a): The employees' assessment of existing CSR activities significantly differs according to gender. (rejected)*

*H2(b): The employees' assessment of existing CSR activities significantly differs according to age. (rejected)*

*H2(c): The employees' assessment of existing CSR activities significantly differs according to education level. (accepted)*

*H2(d): The employees' assessment of existing CSR activities significantly differs according to the title. (accepted)*

*H2(e): The employees' assessment of existing CSR activities significantly differs according to work experience. (rejected)*

H3: The employees' organizational commitment levels significantly differ according to demographics such as gender, age, education level, title, and work experience.

*H3(a): The employees' organizational commitment levels significantly differ according to gender. (rejected)*

*H3(b): The employees' organizational commitment levels significantly differ according to age. (rejected)*

*H3(c): The employees' organizational commitment levels significantly differ according to education level. (accepted)*

*H3(d): The employees' organizational commitment levels significantly differ according to the title. (accepted)*

*H3(e): The employees' organizational commitment levels significantly differ according to work experience (rejected)*

## **CHAPTER V**

### **DISCUSSION AND CONCLUSION**

This study examined the relationship between corporate social responsibility perception and organizational commitment among cabin crew of a Turkish civil aviation company. At the same time, the social responsibility perception and organizational commitment scores of the participants were compared according to their gender, age, education level, title, and work experience. As a result of the study, there is a significant positive relationship between the participants' Assessment of Existing CSR (including sub-dimensions of CSR to Employees, CSR to Customers, CSR to Society, CSR to Government, CSR to Natural Environment, CSR to Next Generation, CSR to Governmental Organizations), Attitude towards CSR, and Organizational Commitment scores. Furthermore, it is found that as participants' Corporate Social Responsibility scores increase, their organizational commitment rises.

In other words, if the participants value the corporate social responsibility projects of the institution they work for and think that they spare time and effort, the importance they attach to the corporate social responsibility projects and their organizational commitment to the institution they work for increases. Similarly, as the importance given to corporate social responsibility projects by the participants increases, their organizational commitment to the institution they work for also increases.

Our participants are aware of the importance of participating in corporate social responsibility activities for the company to survive and be successful in the long term. In light of the answers given, the participants think that the company acts with the awareness of its legal and ethical responsibilities and fulfills its obligations toward its stakeholders by prioritizing customer satisfaction. In addition, we can say that the environmental awareness of the participants is high.

Based on the answers given by the participants to the questions that we measured their organizational commitment, we can say that they are employees with high organizational commitment, who have adopted the goals and objectives of the organization and are committed to the organization.

The successful implementation of sustainability projects such as “Zero Waste, Recycling” and the awarding of awards is another indication of the importance given to social responsibility projects by our cabin crew, which is the subject of our research.

Considering our findings, we can say that corporate social responsibility has a significant impact on the organizational commitment of cabin crews. As cabin crews carry out the implementation of projects such as 'Waste Separation' and 'Cover Collection' carried out within the company, social responsibility and sustainability awareness must be high for the projects to progress efficiently. For this reason, it would be appropriate to increase the training on sustainability.

Increasing corporate social responsibility projects and encouraging and inviting employees to volunteer work will positively affect the company's success. Even though humanitarian aid is currently being provided through voluntary associations established by employees, more prominent projects can be realized within the company. The size of the social responsibility projects that the subject company will carry out as a world brand will also reduce the marketing and advertising costs. There is no doubt that it will increase organizational commitment by partnering with its employees on these projects. Since this can also be considered a marketing strategy, it would not be wrong to say two birds with one stone.

As a suggestion, a unit can be established, detailed e-mails can be sent to the employees about the projects, and joint studies can be carried out by deducting regular dues from the payrolls of those who want to participate. Big campaigns could be organized by accumulating small amounts in a company with approximately 65,000 employees, including its subsidiaries. Regular donations and collaboration with the company can be recommended to ensure their continuity. Since the company's name will be a symbol of reliability, anyone who wants to support us will not hesitate.

To make another suggestion, the company, by gifting a sapling on the birthday of its employees, will not only reverse the negative perception of people caused by the indirect damage to the environment but also increase employee loyalty.

Looking at the statistical data, an airline with an average of 45 million passengers a year can also involve its customers in social responsibility projects. For example, the donation option and donation institution options can be added to the tickets purchased from the company's online sales channels, thereby increasing the passengers' awareness. In addition, the company, as a corporate citizen with a high sense of responsibility, will also increase its reputation among passengers.

This study was designed to measure whether the organizational commitment of employees of a large-scale airline company increases in direct proportion to their perceptions of corporate social responsibility projects. However, our biggest goal is to increase awareness and a sense of responsibility.

In light of the data we obtained from this study, our findings confirmed our basic hypothesis. Employees' perception of corporate social responsibility, their evaluation of current CSR activities, and their organizational commitment increase in direct proportion. In summary, employees support corporate social responsibility projects and think their companies should also move forward with this awareness. The fact that the company works with this in mind will contribute positively to its corporate identity.

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# APPENDIXES

## APPENDIX A

### Demographic Information Form

1. Gender

Female

Male

2. Age

18-24

25-30

31-35

36-40

41+

3. Education status

High school

College

Undergraduate

Graduate

PhD

4. Title

Cabin Crew

Cabin Chief

Purser

5. Work experience

Less than 2 years

3-5 years

6-10 years

11-15 years

16+ years

## APPENDIX B

### Employees' Assessment of Existing CSR Activities

		1	2	3	4	5
Şirketimiz, eğitim almak isteyen çalışanlarını destekler.	Emp.					
Şirketimiz, çalışanların yeteneklerini ve kariyerlerini geliştirmelerini teşvik edici politikalara sahiptir.	Emp.					
Şirketimiz, çalışanların iş-özel yaşam dengesini kurmalarını sağlayan esnek politikalar uygular.	Emp.					
Şirketimiz, çalışanların istek ve ihtiyaçlarına önem veren bir yönetime sahiptir.	Emp.					
Yönetimin çalışanlar hakkında aldığı kararlar genellikle adildir.	Emp.					
Şirketimiz, ürün veya hizmetleri hakkında müşterilere tam ve doğru bilgi sunmaktadır.	Cus.					
Şirketimiz, tüketici hakları konusunda yasal düzenlemelerin ötesinde bir duyarlılığa sahiptir.	Cus.					
Şirketimiz, müşteri memnuniyetine büyük önem verir.	Cus.					
Şirketimiz, topluma yönelik sosyal sorumluluklarına büyük önem verir.	Soc.					
Şirketimiz, topluma katkı sağlayacak organizasyon ve projelere katkı sağlamaya çalışmaktadır.	Soc.					
Şirketimiz, vergilerini zamanında ve eksiksiz öder.	Gov.					
Şirketimiz, devlete karşı yasal sorumluluklarını zamanında ve eksiksiz yerine getirmeye büyük önem verir.	Gov.					
Şirketimizde çevreye olumsuz etkileri azaltan çeşitli programlar uygulanmaktadır.	Env.					
Şirketimiz doğal çevreyi korumaya ve geliştirmeye dönük faaliyetlere aktif olarak katılmaktadır.	Env.					
Şirketimiz, gelecek nesilleri de gözetken bir sürdürülebilir büyümeyi hedefler.	Nxt.					

Şirketimiz, gelecek nesillere yönelik sosyal yatırımlar yapmaya çalışır.	Nxt.					
Şirketimizde tüm çalışanların gönüllü çalışmalara ve hayır kurumu faaliyetlerine katılması teşvik edilir.	Ngo.					
Şirketimiz değişik alanlarda çalışan dernek ve vakıfları, çeşitli yollarla teşvik eder.	Ngo.					



## APPENDIX C

### Employees' Attitudes toward CSR

	1	2	3	4	5
Sosyal sorumluluk sahibi olmak, bir şirketin yapabileceği en önemli şeydir.					
Şirketlerin, kar elde etmenin ötesinde bir sosyal sorumluluğu vardır.					
Sosyal sorumluluk, bir şirketin varlığını sürdürdürebilmesinde çok önemlidir.					
Bir şirketin sosyal sorumluluğu, uzun vadede karlılık için çok önemlidir.					
Bir şirketin genel başarısı, büyük oranda sosyal sorumluluk sahibi olmasına göre belirlenebilir.					

## APPENDIX D

## Organizational Commitment Scale

Lütfen çalıştığınız şirketle ilgili olarak aşağıda verilen ifadeleri okuyup, kendinize en uygun seçeneği işaretleyiniz. (1- Kesinlikle katılmıyorum/ 2= Katılmıyorum / 3= Orta / 4= Katılıyorum/ 5 Kesinlikle katılıyorum.)

	1	2	3	4	5
Bu şirketin başarılı olmasına yardımcı olmak için, beklenenin ötesinde çaba göstermeye hazırım.					
İşe başlamak için göz önüne aldığım diğer şirketler yerine, bu şirkette çalışmayı seçtiğim için son derece mutluyum.					
Arkadaşlarıma bu şirketin çalışmak için çok iyi bir örgüt olduğunu söylüyorum.					
Bu şirkette çalışmaya devam etmek için hemen hemen her türlü görevi kabul ederim.					
Benim değerlerim ile şirketin değerlerinin çok benzer olduğunu düşünüyorum.					
Bu şirketin bir parçası olduğumu diğer insanlara söylemekten gurur duyuyorum.					
Bu şirket iş performansı açısından beni çok iyi teşvik ediyor.					
Bu şirketin kaderini gerçekten umursuyorum.					
Bence bu şirket, çalışılabilecek diğer şirketler içinde en iyi olandır.					

## CURRICULUM VITAE

### Personal Information:

Name – Surname: Şeyda Kaya

### Education:

2007-2013, Civil Aviation Management, Anadolu University, Türkiye.

2007-2013, Tourism and Hotel Management, Anadolu University, Türkiye.

### Experience:

2013-2015: T. Garanti Bank A.Ş.- Account Executive

2015-2017: Nippon Hotel- Banquet Sales Executive

2017-....: Turkish Airlines- Cabin Crew