The influence of CSR types on employee identification and citizenship in financial market in Turkey

The moderation effects of CSR communication on social media
and personal fit

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ABSTRACT

In financial market, organizations have been adopting Corporate Social Responsibility (CSR) increasingly as they experience challenges because of the economic crises, growing competition, and complexity of the industry. Thus, it is vital to grasp the stakeholders' understanding of and responses to CSR initiatives, such as the employees, who play a critical role in overall performances of organizations. Also, while much of the research in this context investigate developed countries, little is known about CSR in developing countries. This study explores the impacts of different CSR initiatives (i.e. philanthropic CSR vs. non-philanthropic CSR) on employee identification and citizenship in financial industry in Turkey. The two types of CSR initiatives are classified with respect to their relevance to the expectations of employees in the industry. This study also examines the moderation roles of CSR communication on social media and personal fit with CSR type in the CSR – employee reactions relationship. An online survey is conducted to gather data from a sample of 262 employees of one of the biggest banks in Turkey. The results suggest not only the importance of CSR to enhance employee identification and citizenship but also a higher impact of non-philanthropic CSR compared to philanthropic CSR in financial industry in Turkey. Direct effects of both CSR types are observed on employee identification. Instead, the impact of CSR on employee citizenship is mediated by employee identification. It implies a gap between identification and citizenship, despite that these two are often assumed to change instantaneously. The findings also suggest that to convey the philanthropic CSR to employees through social media effectively, it is important to ensure a high transparency of the CSR communication. The additional analysis confirms the relationship between personal fit and employee identification. The findings provide implications to managers with respect to CSR

management and communication, in particular, if they target employees as the key stakeholders. Considering the generalization of the findings, observed mechanisms in this study may contribute to unfolding the CSR – employee reactions relationship in other industries in developing countries.

TABLE OF CONTENTS

List of Tables

List of Figures

1. Introduction

The financial industry has been experiencing challenges resulting from the economic crises worldwide in the last two decades. The industry players have been trying to repair the damaged image of the industry. The integration of corporate social responsibility (CSR) principles in the corporate activities grows (Fatma, Rahman, & Khan, 2015), as ethical decisions have been gaining importance together with the increasing competition and complexity. Because of the changing nature of the industry and the intangible nature of financial services, it gets harder to differentiate the offers in consumers' eyes and gain a competitive advantage (Cuesta-González, Muñoz-Torres, & Fernández-Inquierdo, 2006). Furthermore, public trust gets more and more important for the companies in this volatile system, since they make profits by using the resources entrusted to them by third parties (Krasodomska, 2015). Behaving socially responsible helps companies cope with these challenges and succeed by satisfying the needs of the customers in different ways. As many companies engage in CSR initiatives, the impacts of CSR have also received substantial attention from the academic research. Much of the previous literature about CSR in financial industry investigate the perception of customers (Lee, Kim, Lee, & Li, 2012) who are one of the primary stakeholders of the companies (Clarkson, 1995). Pérez and Bosque (2014) analyze the reactions of customers to the CSR of banks in a crisis context. Matute-Vallejo, Bravo, and Pina (2011) explore the altering role of satisfaction and commitment on customer loyalty through a model of CSR in the financial sector. Fatma et al. (2015) analyze the influence of CSR activities of financial institutions on customer-company identification.

Employees have also been affected by the economic landscape as their employers' perceived image changes by the outsiders throughout the economic crises. By viewing the employees as internal customers and fulfilling their needs through CSR, companies may receive favorable employee responses such as job satisfaction, increased productivity and retention (Bhattacharya, Sen, & Korschun, 2008), which may help companies overcome the barriers in financial market and be successful. Employees are concerned about the social consciousness of their companies and they have clear ideas about their CSR initiatives (Rupp, Ganapathi, Aguilera, & Williams, 2006), which makes them open to the influences of CSR. CSR initiatives can influence employees' attitudes and behaviors towards the company and this may have an impact on the overall performance of the company since employees constitute an essential part in organizations. Therefore, exploring the influences of CSR on employees may help to understand the effects of CSR on companies as well (Bauman &

Skitka, 2012). Also, from the prospective employees' perspective, CSR can make companies more attractive. For instance, some prospective employees prefer to work for socially responsible companies, since they think that such firms give them more opportunities for personal growth (Bhattacharya et al., 2008).

Despite the focus on customers in CSR context, there is a lack of literature for the employees who constitute another group of primary stakeholders. Only a limited number of previous studies examine how corporate social activities may affect employees. CSR initiatives influence employee attachment and perceived corporate performance (E. M. Lee, Park, & Lee, 2013), employee-company identification and commitment (Kim, Lee, Lee, & Kim, 2010), employee satisfaction (Bauman & Skitka, 2012), organizational attractiveness to prospective employees (Greening & Turban, 2000). Despite a number of studies recognizing the importance of the link between CSR and employees, not many research grasp the employee responses towards different CSR types. This lack generates the motivation for this study to investigate the employee perspective of CSR in financial industry. It is also important to explore the influences of different CSR types since they may have distinct impacts on stakeholders, hence, on employees (Wang & Berens, 2015).

The objective of this study is to analyze the impact of employee perceptions of CSR initiatives on employee attitudes and behaviors, precisely on identification attitude and citizenship behavior, with respect to different types of CSR. The classification of CSR types is based on Carroll's (1979, 1991) framework and considering the characteristic features of employees and financial market, philanthropic CSR is distinguished from the other types (i.e. legal and ethical CSR). Employees base their CSR perceptions on the information about the organizations' actual CSR initiatives. However, CSR perception is different from the actual CSR since CSR perception refers to the individual interpretation of the organizations' CSR initiatives. It is suggested that stakeholder perceptions are more important than the CSR activities themselves since stakeholders base their opinions, attitudes, and behaviors on their perceptions about events or activities (Hansen, Dunford, Boss, Boss, & Angermeier, 2011; E. M. Lee et al., 2013). As a result, this study focuses on employee perceptions about the CSR types to explore their connection with employee identification and citizenship. As a ground of the theoretical framework, employee identification is derived from the social identity theory and citizenship behavior is based on normative theory and social exchange theory.

CSR communication plays an important role in constituting positive CSR outcomes. The key challenges of obtaining the benefits of CSR are stakeholders' low awareness and high skepticism, which could be defeated by communicating CSR effectively with the stakeholders (Du, Bhattacharya, & Sen, 2010). As the usage of social media on the corporate level grows (Kesavan, Bernacchi, & Mascarenhas, 2013), it may also provide opportunities to communicate CSR efforts. Organizations may enhance positive employee attitudes and behaviors by communicating their CSR initiatives on social media. However, this link is not covered in the literature, while the traditional way of CSR communication with employees and CSR communication on social media without focusing on a single stakeholder group are analyzed separately in the previous studies (Bhattacharya et al., 2008; Kim & Ferguson, 2014; K. Lee, Oh, & Kim, 2013). This gap is addressed in this paper by analyzing the influence of CSR communication on social media on the impact of CSR initiatives on employee identification and citizenship. This study explores the two important characteristics of CSR communication on social media: frequency and transparency. These characteristics are examined since a high level of frequency and transparency may increase the awareness and minimize the skepticism of employees about CSR, thus strengthen the influence of CSR on employee identification and citizenship.

Moreover, employees' personal beliefs about adopting specific CSR types may influence their perceptions of CSR initiatives, thus their responses towards the initiatives may be quite different. The extent to which CSR initiatives lead to positive attitudes of employees toward the company is related to employees' agreement with the rationale behind the company' CSR initiatives (Rupp et al., 2006). Thus, employees who support the CSR type that the organization engages in tend to be influenced more by this action. However, interestingly, few studies empirically explore the impact of personal fit of employees with CSR. This study attempts to fill this gap by exploring the influence of employees' personal fit with CSR type on the relationship between CSR and employee outcomes. It argues that the match between employee values and CSR types strengthens the influence of CSR initiatives on employee identification and citizenship.

Furthermore, while much of the research about CSR investigate Western countries (Prieto-Carrón, Lund-Thomsen, Chan, Muro, & Bhusan, 2006) little is known about CSR in developing countries. This study focuses on CSR in Turkey, which is a relatively underexplored topic. Turker (2009) provides a more elaborate study on the impacts of CSR in

Turkey. The findings of the study indicate that CSR to social and non-social stakeholders, employees, and customers are the significant predictors of organizational commitment. According to Dobers and Halme (2009), CSR should be studied in the context where it is experienced. Thus, it is important to discuss the background and the factors that affect CSR practices in Turkey. Ararat (2008) analyzes the role of culture in CSR practices in Turkey. Based on Hofstede's (1991) cultural dimensions, the culture of Turkey is defined by high power distance, low individualism, strong uncertainty avoidance and moderate femininity. Ararat (2008) states that the culture of Turkey has had an impact on weakening the CSR attempts in the country by preventing stakeholder activism. On the other hand, some internal and external factors help to define and drive CSR in Turkey. Turkey has a strong philanthropic history, which describes CSR in this country. The philanthropy in Turkey is based on the waqf (foundation) in Ottoman times, which is a common form of philanthropy in the Islamic tradition (Gokcenoglu & Onan, 2008). The expectation of society from the companies is formed with this historical 'waqf' tradition and based on this, CSR is perceived as identical to philanthropic initiatives of the companies (Gokcenoglu & Onan, 2008). In other words, CSR concept in Turkey is usually described as the voluntary activities of companies for the good of society (Arguden, 2002). In terms of corporate philanthropy, the long-term voluntary initiatives are widespread in Turkey, with a purpose of transforming the society (Bagcan, 2014). In addition to the philanthropy tradition in Turkey, some external factors could be listed as drivers of CSR in the country, such as the practices of multinational companies, activist work of international NGOs, laws, and regulations imposed upon Turkey by international agreements, rational choices driven by the desire to join the European Union. (Ararat, 2008; Gokcenoglu & Onan, 2008). As the engagement in CSR at the corporate level grows substantially in Turkey (Bagcan, 2014), this study aims to understand CSR in the context of this country, which proves scientific relevance to literature.

The following research question and sub-research questions are hence introduced:

RQ: To what extent employee perception of different CSR types (philanthropic CSR and non-philanthropic CSR) influence the employee identification and citizenship (attitudes and behaviors) in financial market in Turkey? How do frequency and transparency of CSR communication on social media and personal fit with CSR type alter the relationship between CSR and employee identification and citizenship? How does employee identification mediate the relationship between CSR types and employee citizenship?

The structure of this thesis is as follows. First, the theoretical background of the study is introduced. The main CSR concepts and classification of CSR used in this study are presented. The stakeholder theory and the reasons for companies to engage in CSR are discussed. The relationship between CSR and employee identification and citizenship are addressed. Furthermore, the frequency and transparency of CSR communication on social media and personal fit with CSR type are discussed respectively as possible strengthening moderators on the main relationships. Next, the mediating effect of employee identification on the relationship between CSR types and employee citizenship is addressed. In the next chapter, the method selected for this study, together with the reasons for this selection and the application process of the method are discussed. Following, the analysis of the data and the results are explained. The findings are interpreted in relation to the theory discussed earlier and are compared to the existing studies. Also, the managerial implications of the findings are addressed. Lastly, the limitations of the study and the recommendations for further studies are discussed.

2. Theoretical Framework

2.1   Corporate Social Responsibility

Many organizations have been integrating corporate social responsibility (CSR) in their corporate policies. By investing in CSR initiatives, organizations aim to receive a variety of benefits, including improved reputation (Lii & Lee, 2012), enhanced consumer evaluations (Sen & Bhattacharya, 2001), high quality employees (Greening & Turban, 2000) and high financial performances (Waddock & Graves, 1997; Wang & Berens, 2015). Also, CSR has been defined and studied in many different disciplines, therefore, it creates a complexity of CSR conceptualization. From a narrow view which focuses on economic aspect, CSR is defined as the obligation of a company to maximize shareholder's value (Zenisek, 1979). Afterward, the concept evolves into one which includes normative and philosophic perspectives (Matute-Vallejo et al., 2011). Overall, CSR refers to the responsibility of enterprises for their impacts on society (European Commission, 2011). Garriga and Mele (2004) classify the main CSR theories and state that the theories approach CSR from four different theoretical perspectives: instrumental, political, integrative and ethical. In instrumental theories, an organization is only regarded as a profit generating instrument. Political theories are based on power relations between business and society. Integrative theories are about satisfying social demands and lastly ethical theories refer to the ethical responsibilities of organizations towards society. The theories provide different conceptualizations of CSR. Examining these various perspectives may help to have a better understanding of the concept. Thus, widely used CSR conceptualizations are discussed next.

Sethi (1979) offers levels of behaving socially responsible and classifies corporate behaviors along three dimensions: social obligation, social responsibility, and social responsiveness. Social obligation is about meeting the economic and legal criteria. That is, corporations need to operate profitably and obey the laws. The second stage, social responsibility, is broader than social obligation as it includes behaving in congruence with social norms and values. Social responsiveness is the final stage where corporations behave proactively in response to social expectations. Some scholars find Sethi's (1979) classification inaccurate since it implies that responsiveness can be replaced with social responsibility and they argue that companies can be responsive to social pressures and act in an irresponsible or unethical way (Wood, 1991).

Carroll's (1979, 1991) definition and four-dimension framework have been frequently used by academicians (Fatma et al., 2015). According to Carroll (1979, p.500), 'CSR encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time'. Carroll's (1979, 1991) framework covers four types of responsibilities which are economic, legal, ethical and philanthropic responsibilities. Economic responsibility is the first and primary responsibility of a company as the responsibility of business is economic in nature. It refers to producing and selling goods and services that the society wants and selling them at a profit. Legal responsibility is about the laws and regulations under which a company is expected to operate. Ethical responsibility refers to the ethical norms a company needs to deal with. Philanthropic responsibility refers to voluntary activities of organizations to be good corporate citizens. Some philanthropic responsibility examples are financial contributions of organizations to arts and education.

Also, Wood's (1991) corporate social performance model has been widely used by scholars (Hillman & Keim, 2001; Waddock & Graves, 1997). Wood (1991) divides society's expectations for appropriate business behaviors into three: expectations on organizations because of their economic institutional roles (institutional level), because of their functions (organizational level) and expectations on managers as moral actors (individual level). Based on these levels, organizations are attributed some obligations. These obligations include legitimacy (institutional level), public responsibility (organizational level) and managerial discretion (individual level) (Wood, 1991). The corporate social performance model of Wood presents a useful framework to understand the relationship between businesses and society.

Lately, CSR is analyzed in three principles of sustainable development: economic, social and environmental principles (Torugsa, O'donohue, & Hecker, 2013). This approach emerged with the organizations' concern for social equity after their economic and environmental commitments (Bansal, 2005). In this view, organizations go beyond the legal requirements and contribute to society broadly by supporting the three aspects of sustainability. Economic dimension is concerned with supporting the long-term performance of the economy as a whole rather than the short-term profit maximization of the organization. Social responsibility is about considering the social and ethical interests of all stakeholders and society as a whole in decision making and thus generating favorable outcomes both for the organization and the stakeholders (Bansal, 2005). Environmental dimension covers environmental protection such as climate responsibility and natural resource utilization

(Khojastehpour & Johns, 2014). In this conceptualization, economic dimension is the primary focus which needs to be supported by the social and environmental elements for long term success of organizations (Torugsa, O'donohue, & Hecker, 2013).

Among the conceptualizations of CSR, Carroll's (1979, 1991) framework that distinguishes economic, legal, ethical and philanthropic responsibilities, have been frequently used in literature (Fatma et al., 2015). In addition, compared to other classifications, Carroll's framework takes stakeholders' expectations into account, from the most required CSR to the least required but desired CSR. This study also uses employee expectations when distinguishing employee's evaluations towards different types of CSR. Having distinctive characteristics, CSR types may have diverse effects on stakeholders (Wang & Berens, 2015), hence, on employees. In line with this, CSR types may influence identification attitude and citizenship behavior of employees differently. Therefore, in this study, the framework of Carroll is taken as a starting point to identify the CSR types. More elaborations are needed to further classify the types.

The four types of CSR are regarded as a pyramid by Carroll (1991). The most fundamental CSR type, economic responsibilities are on the base of the pyramid and on the top the most advanced type, philanthropic responsibilities are placed. Economic responsibilities are closely related to the profit making concerns of organizations and this concern can be accepted as the primary incentive of organizations. In other words, economic responsibilities of a company can be considered as the core motive for its existence (European Commission, 2001). Thus, this study excludes economic responsibilities from the analysis and concentrates on the legal, ethical and philanthropic responsibilities which are further explored. The most distinctive feature between the philanthropic CSR and the other two types is that philanthropic CSR is discretionary. The discretionary feature of philanthropic CSR makes it highly desirable but on the other hand less required than the other types (Carroll, 1991). Philanthropic CSR is desired by stakeholders but not expected while legal CSR and ethical CSR are expected by stakeholders. Although society desires the organizations to engage in philanthropic responsibilities, if they do not engage in this type of CSR, they are not considered as not obeying the laws, regulations or ethical norms of the community. As a result, three types of CSR can be distinguished by the level of expectations among stakeholders.

2.2 Stakeholder Approach

The motivation to invest in CSR efforts is often explained by the stakeholder theory (Pirsch, Gupta, & Grau, 2007). As stated by Carroll (1979, 1991), organizations need to satisfy the expectations of society by engaging in CSR. Since 'society' is a broad concept, considering the limited resources of a company, it is important to determine to whom a company is responsible for. Based on stakeholder theory, organizations are responsible to various stakeholders and they should direct their resources to meet the needs of these stakeholders (Pirsch et al., 2007). Freeman (1984, p.46) defines stakeholder as 'any group or individual who can affect or is affected by the achievement of the organization's objectives'.

Clarkson (1995) divides stakeholders into two groups, as primary and secondary stakeholders, according to their impact on a company. Primary stakeholders (employees, customers, shareholders, suppliers, governments, and the communities) are the ones that a company needs in order to survive, thus if they withdraw their contribution from a company, the company is very damaged (Clarkson, 1995). Effective stakeholder management with primary stakeholders may enhance long-term value creation as it can constitute intangible, socially complex resources for companies, which is beyond interactions limited to market transactions (Hillman & Keim, 2001). Secondary stakeholders can be considered as the media and special interest groups, those who influence and are influenced by the organizations but not engaged in a transaction with them. Compared to primary stakeholders, secondary stakeholders are not essential for the survival of organizations (Clarkson, 1995), however, they may affect primary stakeholders and implicitly have influences on organizations. By investing in relations with primary and secondary stakeholders, organizations may have valuable assets that increase their competitive advantages. From the stakeholder perspective, management should go beyond satisfying the interests of shareholders and address the needs of a wider range of stakeholders (Wang & Berens, 2015) since organizational success and survival depend on various stakeholders (Pirsch et al., 2007).

On the other hand, for an organization satisfying the needs of all stakeholders may be difficult with limited resources. They may have to make a selection and focus on specific stakeholder groups. Besides, CSR initiatives may have different impacts on different stakeholder groups depending on the concerns of stakeholders (Maignan & Ferrell, 2004). Wang and Berens (2015) find that some types of ethical responsibilities are perceived

positively among public stakeholders and negatively among financial stakeholders. That is, one CSR initiative may have a positive impact on one stakeholder group and at the same time, it may lead to a negative response in another stakeholder group. This may result in organizations facing unpredicted outcomes of different CSR initiatives. The case of the oil firm BP could be introduced as an example of the conflict of interest among stakeholders. In 2000, British Petroleum changed its name to Beyond Petroleum by profiling itself as socially responsible and emphasizing its commitment to the environment (Maignan & Ferrell, 2004). Engaging in environmental CSR, BP aimed to increase its sales to maximize the profit of shareholders, which satisfied the shareholders of the company. However, the company faced criticism from its employees through the press, which led to a crisis for BP. Employees, as internal stakeholders, were close to the operations of the company and they were aware that BP indeed failed to meet its own safety and environmental benchmarks despite the exposed CSR efforts (Besiou, Hunter, & Van Wassenhove, 2013). To conclude, the environmental CSR efforts of BP received positive responses from the shareholders but criticism from the employees. In 2005, the oil spill in Alaska validated employees' charges. As can be seen in the case of BP, organizations may benefit from the information of which stakeholders value which CSR type since they may allocate limited resources to the interests of stakeholders that they want to focus on. This study focuses on employees, thus, the concerns of employees for their organizations' socially responsible behaviors are explored. It is expected that features that distinguish employees from the other stakeholders may result in different reactions to the corporate decisions about CSR. Given that, employees are internal stakeholders, they differ from the general public who are outsiders, observers of organizations and not part of the functional cores (Rupp et al., 2006). As part of the organizations, employees often share the same (financial) concerns with the management teams of the organizations.

As mentioned before, philanthropic responsibilities, such as monetary contributions to social causes, are morally discretionary rather than morally obligatory (Godfrey, 2005) while the other types are evaluated as either necessary or expected (Carroll, 1991). There are contradicting views about corporate philanthropy in literature. Some scholars argue positive influences of corporate philanthropy on companies since it may contribute to company image and reputation (Lii & Lee, 2012), provide protection by mitigating the reputational losses and reduce governmental burdens (Wang & Qian, 2011). On the other hand, some scholars state that corporate philanthropy may represent a pure corporate expenditure which diverts valuable resources of a company to unrelated operations and thus, they do not suggest profit-

maximizing managers to engage in philanthropic initiatives (Friedman, 1970). Godfrey (2005) presents this complex nature of corporate philanthropy in his study and advocates engaging in strategic philanthropy that is a dimension between shareholder capitalism and business citizenship. However, as a weakness of strategic philanthropy, Godfrey (2005) indicates that it is difficult to measure this type of CSR and this weakness constitutes a stopping rule for such an investment. In line with this, regarding employees' financial concerns about their organizations, it is expected that employees may evaluate philanthropic CSR initiatives as an extra expenditure that is not related to the core activities of the organization. They may feel that business decisions that invest in CSR with altruistic purposes are made to the disadvantage of the internal stakeholders and thus, they may not support investing in this type of CSR.

The features of financial industry may also lead to a more favorable position of non-philanthropic CSR. Contrary to philanthropy CSR, it is expected from the industry players as a part of their core activities. Financial institutions operate in the economic cycle and they are restricted by strong regulations as legal sanctions. They also need to act according to business ethics, for instance, the decision to extend a credit depends on the debtor's dedication to repay (Smeltzer & Jennings, 1998). Moreover, especially during the economic or trust crises, financial companies pay more attention to complying with legal and ethical responsibilities as the confidence in the morality of companies is lost and they are inspected closely since they have failed and led the other companies to the crises (Salmones, Perez, & Bosque, 2009).

Moreover, according to Mitchell, Agle and Wood's (1997) theory of stakeholder identification and salience, the stakeholders who possess power, legitimacy and urgency are salient stakeholders. Since employees take part in the core functions of organizations, they have the power over the organization and they have legitimacy for their relationship with the organization. Also, their claims are critical for the company and thus need attention. These attributes make employees salient stakeholders. Thus, when organizations do not commit to the CSR type that is expected by employees (i.e. non-philanthropic CSR), they may be challenged and face some negative outcomes, such as underperforming employees, which may affect the overall performance of the organizations.

To conclude, although the pyramid of Carroll (1991) positions philanthropic CSR on the top as the most advanced CSR type, this may not be the case for employees due to the unexpected property of philanthropic CSR and expected features of non-philanthropic CSR.

Also, the importance of legal and ethical CSR in financial market supports the argument that employees may value non-philanthropic CSR more than philanthropic CSR. These impacts are expected to be more influential on employees in Turkey than the country context that philanthropy is highly valued traditionally in Turkey. These elaborations create the motivation to focus on two main categories of CSR types: philanthropic CSR and non-philanthropic CSR (i.e. legal CSR and ethical CSR). Also, non-philanthropic CSR is expected to be valued more by the employees in financial market in Turkey, which makes them more open to the impacts of this CSR type.

2.3   CSR, Employee Identification, and Citizenship

Employees constitute a salient primary stakeholder group whose interests need to be taken into account (Clarkson, 1995; Mitchell et al., 1997). A critical part of the success of organizations lies in enhancing positive attitudes and behaviors among employees, which can be achieved by engaging in CSR initiatives (Santhosh & Baral, 2015). Therefore, organizations need to understand the key outcomes of their CSR efforts to leverage their CSR in the employee force (Bhattacharya et al., 2008). In this study, employee identification (attitude) and citizenship (behavior) are explored as the possible responses of employees to the CSR initiatives of their organizations. In this section, employee identification and citizenship are discussed together with their relations with CSR. At the end of the theory chapter, the link between identification and citizenship is examined. Also, depending on these discussions and the elaborations about CSR types, the hypotheses are introduced.

2.3.1   CSR and Employee Identification

The concept of identification is related to the relationship between individuals and the organizations and it has received considerable interest in academic research (Riketta, 2005). Organizational identification can be defined as the perception of oneness with or belongingness to an organization (Mael & Ashforth, 1992). According to social identity theory, individuals classify themselves and others into social groups and categories and they understand their place in the world by their personal identities and a number of social identities (Tajfel & Turner, 1979). An individual's social identity is about his self-concept contributed by the social groups which he belongs to and he is motivated to reach a positive self-image by the positive evaluations of the social groups (Turner, Brown, & Tajfel, 1979). Previous research indicate that the consumers who perceive a company's involvement in

CSR initiatives are more likely to identify with the company because CSR helps them construct positive social identities (Lii & Lee, 2012).

In the context of employee – organization relationship, a business organization can also be taken as a social group of an employee, thus, employee perceptions of the organization may play a role in determining his self-concept. That is, an employee may define himself by the similar attributes that he defines his organization (Dutton, Dukerich, & Harquail, 1994). For instance, an employee who identifies strongly with his company view its successes as his own, which helps the employee to have a successful self-image (Bhattacharya et al., 2008). CSR initiatives help employees feel good about themselves and have positive evaluations of themselves (Dutton et al., 1994). Rodrigo and Arenas (2008) find that employees may develop identification with the organization by feeling proud to be a part of it because the organization is a good citizen. Employees feel that the organization makes a contribution to society by engaging in CSR initiatives, which satisfies employees' desire to make a social contribution (Rodrigo & Arenas, 2008). In this way, CSR leads to employee identification because employees' perceptions of their organizations contribute to their perceptions of themselves.

Besides, Kim et al. (2010) state that identity distinctiveness that a company may reach by acting socially responsible plays a role in developing employee identification with the organization. An organizations' social responsiveness can shape that firm's identity attractiveness (Greening & Turban, 2000). For instance, Timberland uses CSR as a part of its corporate strategy to enrich its distinctiveness thus the employees of Timberland may be attracted by the company's identity and feel belonging to the company. However, Bauman and Skitka (2012) distinguishes identification from distinctiveness by stating that identification depends on value congruence between employee and the company, while distinctiveness is about the positive evaluations of a company compared to other companies. CSR may lead to employee identification since it can change the degree of similarities perceived by employees between themselves and their companies. That is, CSR initiatives may affect employee's judgments of the similarities by expressing the values of organizations and therefore, it can influence the level of employee identification with the company (Bauman & Skitka, 2012).

Consequently, this study argues that employee perceptions of CSR influence employee identification with the organization. Also, as argued before, based on the employee specific

features and industry context, employees value non-philanthropic CSR (i.e. legal and ethical CSR) more than the philanthropic CSR, which makes them more open to the influences of this CSR type. Thus, the perception of non-philanthropic CSR is argued to lead to a higher employee identification than the perception of philanthropic CSR since it can increase the degree of similarities perceived by employees between themselves and their companies more. These predictions are summarized in Hypothesis 1a:

> **Hypothesis 1a** *The impact of non-philanthropic CSR perceived by employees on employee identification is higher than the impact of philanthropic CSR.*

2.3.2 CSR and Employee Citizenship

In this study, citizenship is explored as a behavioral outcome of CSR perceptions since it is one of the most important constructs in the field of organizational behavior, which contributes to organizational effectiveness (Organ & Ryan, 1995). Thus, it can be stated that citizenship behavior is linked to the organization's overall performance. According to Organ's (1988) organizational citizenship behavior (OCB) theory, OCB is an individual behavior that is discretionary, not directly recognized by the formal reward system. This can be explained by the fact that employment contracts can not include citizenship behavior. Yet it provides an important source for the organizational success (Story & Neves, 2015).

Social exchange theory may provide explanations to understand the link between CSR perceptions and citizenship behaviors. According to Blau (1964), social exchange theory conceptualizes social relations as exchange processes. Employees engage in organizational citizenship behaviors since they evaluate the relationship with their companies as an exchange process. From the perspective of this theory, it can be stated that employees return a positive gain to a company from a sense of personal obligation, by engaging in positive behaviors towards the company, such as citizenship. That is, employees engage in citizenship behavior to return the positive corporate efforts that their organizations express by performing CSR.

Also, the normative theory, specifically deontic justice, is used in order to explain the citizenship behavior of employees (Folger, Cropanzano, & Goldman, 2005; Hansen et al., 2011; Story & Neves, 2015). It is stated that employees may wish to reward organizations that engage in CSR with positive behaviors due to the normative behavior, that is the perception of what the organization should be doing. Based on deontic justice, individuals

treat others fairly by possessing moral duties to them and if they observe that others violate their moral obligations, they will also react unfairly (Cropanzano, Bowen, & Gilliland, 2007). In other words, employees incorporate their own perception of justice into their behavior towards the organization (E. M. Lee et al., 2013). In the context of CSR, when employees perceive that their organizations do not meet their obligations towards CSR expectations, they tend to behave negatively towards their organizations, such as theft and damaging the environment. (Hansen et al., 2011). Instead, employees are likely to reveal citizenship behaviors towards their organizations when they observe that the organizations meet their moral duties through CSR.

In line with social exchange theory and deontic justice theory, it can be argued that CSR initiatives can promote citizenship behaviors, such as in-role behaviors (performing higher job performances) and extra-role behaviors (making recommendations to other employees, engaging in positive word of mouth about their companies) (Story & Neves, 2015). Lii and Lee (2012) explores the citizenship behaviors as in-role and extra-role behaviors from the perspective of consumers and they state that both behaviors originate from the theory of OCB. Story and Neves (2015) study citizenship behaviors from the employee perspective and they explain only extra-role behaviors with the theory of OCB. They argue that employees feel more committed to their companies and go beyond what they are required to do in terms of their job description because they believe in the CSR program of their organizations (Story & Neves, 2015). Similarly, this study explores the relationship between CSR and the citizenship behavior by examining the extra-role behaviors of employees.

In sum, this study argues that the employee perceptions of CSR influence the citizenship behaviors of employees. Moreover, as discussed in the previous sections, the employees in financial market are expected to evaluate non-philanthropic CSR (i.e. legal and ethical CSR) more positively than the philanthropic CSR. Therefore, in this context, employees are expected to be more open to the influences of non-philanthropic CSR and engage in citizenship behaviors more when they have perceptions of non-philanthropic CSR. Because they feel the need to return positive behaviors that their companies express by performing non-philanthropic CSR and by meeting their moral duties with this type of CSR. These predictions are summarized in Hypothesis 1b:

> **Hypothesis 1b** *The impact of non-philanthropic CSR perceived by employees on employee citizenship behavior is higher than the impact of philanthropic CSR.*

2.4   CSR Communication on Social Media

As organizations engage in CSR initiatives, the importance of CSR communication increases since CSR efforts can not make an impact on companies unless they are communicated to the stakeholders (Amaladoss & Manohar, 2013). Stakeholder's low awareness of CSR initiatives remains a big challenge to benefit from them (Du et al., 2010). Organizations may overcome this challenge by effectively communicating CSR. Communication can be defined as flow or exchange of information from one party to another and employees' perception of the organization's communication can influence their relationship with the organization. (Hoeven & Verhoeven, 2013). However, CSR communication is often found to be lacking (Morsing, Schultz, & Nielsen, 2008). Many employees are usually unaware, or not fully aware, of their organizations' CSR activities (Hoeven & Verhoeven, 2013). Also, as internal stakeholders, employees may be skeptical towards the CSR activities as CSR generate expenditure for organizations, which makes employees in need of more information about CSR. It can be concluded that the real challenge for organizations to benefit from CSR – employee relationship lies in their communication strategies rather than the core CSR activities and effective CSR communication may help companies cope with this challenge.

When compared to traditional media, social media is a more effective tool for companies to communicate their CSR efforts (Kesavan et al., 2013). While traditional media is based on a monolog, one-way communication to disseminate messages, the internet enables dialogical communication with no centralized control entities on social media (Colleoni, 2013). The dialogical nature of social media lets users make a contribution with user generated content to the CSR communication of a company. Thus, the engaging nature of social media allows organizations to align their CSR agenda with the expectations of stakeholders (Colleoni, 2013). Furthermore, user-generated content creates credible messages since the other users adopt the message as trustworthy (Christodoulides, Jevons, & Bonhomme, 2012). Consequently, CSR communication on social media can diminish the skepticism of employees towards CSR initiatives.

In terms of CSR communication on social media, the frequency of the messages may have impacts on stakeholder's relationships with organizations. Frequent updates on social media communication keep the relationship between a company and its stakeholders alive (Fieseler & Fleck, 2013). Also, by generating frequent messages organizations may initiate a

dialog on social media and receive immediate reactions from their stakeholders (K. Lee et al., 2013). As employees face messages about the CSR initiatives of their companies on social media frequently, their awareness of these corporate efforts increase. When they get more informed about the initiatives they may feel less skeptical about the corporate expense on CSR. Besides, such frequent posting reflects the company's commitment to ongoing communication and to the CSR initiatives themselves, which in turn support the credibility of CSR. Also, employees can give instant feedback on the messages, which creates the dialogic communication with the company and allows the company to align more with the expectations of employees. In conclusion, as frequent CSR communication on social media leads to high awareness and low skepticism of employees and gives organizations the opportunity to align more with the expectations of employees, it is expected that the identification and citizenship of employees would be reinforced by frequent CSR communication on social media. These predictions are summarized in hypothesis 2:

Hypothesis 2a *The impact of CSR on employee identification is strengthened by the frequent CSR communication on social media.*

Hypothesis 2b *The impact of CSR on employee citizenship is strengthened by the frequent CSR communication on social media.*

Transparency is also accepted as an essential dimension of CSR communication (Coombs & Holladay, 2011). Balkin (1999) describes transparency with three dimensions: informational, participatory and accountability. Transparency requires giving truthful, substantial and useful information that enhances understanding of stakeholders; participation of stakeholders when identifying and distributing the information; and being accurate in actions, policies, and practices (Rawlins, 2009). Stakeholders are sensitive about the transparency in the CSR context and this sensitivity is related to their suspicions towards CSR efforts (Morsing et al., 2008). Stakeholders use transparency as a cue when they evaluate the authenticity of CSR (McShane & Cunningham, 2012). If organizations do not pay attention to the transparency of their CSR messages, they can not establish the credibility of their CSR communication (Coombs & Holladay, 2011). Thus, companies should be transparent in their CSR communication on social media in order to have an effective CSR communication and minimize the skepticism of employees. Organizations may communicate their CSR efforts transparently on social media by considering the informational, participatory and accountability dimensions of transparency (Balkin, 1999). First, by

providing clear and timely information about the CSR initiatives, companies express their efforts towards communicating CSR transparently. Next, employees' participation in communication helps companies track their expectations about CSR and communicate in a way that can satisfy these needs. This may also lead to aligning the corporate responsibility strategy with the expectations of employees (Colleoni, 2013). Finally, since employees may perceive CSR as a corporate advertisement (Collier & Esteban, 2007), it is necessary that companies communicate not only their successes but also the negative information about the CSR initiatives. For instance, it is important to respond to the negative talks rather than removing them on social media. Responding to negative talks and explaining the matter in a detailed way may turn the negative minded stakeholders into positive and engaged stakeholders, including employees; on the other hand, removing these remarks can boost the negative attitudes of them (Ali, Jiménez-Zarco, & Bicho, 2015).

To conclude, as transparent CSR communication on social media establishes the credibility of CSR communication and minimizes skepticism of employees about CSR initiatives of their organizations, it is argued that the employee identification and citizenship would be reinforced by transparent CSR communication on social media. These predictions are summarized in hypothesis 3:

> **Hypothesis 3a** *The impact of CSR on employee identification is strengthened by the transparent CSR communication on social media.*

> **Hypothesis 3b** *The impact of CSR on employee citizenship is strengthened by the transparent CSR communication on social media.*

2.5   Personal Fit with CSR Type

The person-situation fit is about the congruence between individuals and the attributes of the situation (O'Reilly, Chatman, & Caldwell, 1991). Accordingly, employees' personal fit with respect to CSR refers to the match between employees' values towards CSR and the CSR types the company engaging in. Employee responses to CSR are highly dependent on the characteristics of the individual (Bhattacharya et al., 2008). For instance, when a company supports dental health and engages in corporate philanthropy (donates money to a dental association) or in cause marketing (gives a percentage of toothpaste purchases to the dental association) or in corporate social marketing programs that promote behavior change (supports clinics that train children about dental care), employees view the importance of the

three approaches differently, depending on their own values (Bhattacharya et al., 2008). According to Rupp et al. (2006), CSR initiatives strengthen the attitudes of employees toward the company and the quality of this effect depends on the degree of employees' agreement with the rationale underlying the company' CSR initiatives.

Despite the arguments about personal fit with CSR, few scholars assess the differences among employees in relation to CSR. For instance, Rodrigo and Arenas (2008) find this link when they explore employee reactions to implementations of social and environmental CSR. The findings of the interviews with employees indicate that not only employees' opinions about the company but also their worldviews play an important role in developing attitudes towards the CSR efforts (Rodrigo & Arenas, 2008). The study of McShane and Cunningham (2012) investigates employees' judgments of the authenticity of CSR by analyzing interviews with employees. They find that to form a judgment, employees assess their own emotional engagements with the CSR initiative, that is they need to have a personal connection to the initiative and be passionate about the social cause to believe that it is authentic and in turn this leads to positive outcomes such as organizational identification (McShane & Cunningham, 2012).

In line with the existing studies, the present study includes the personal fit of employee with CSR type in the proposed model. If an employee individually supports the adoption of a certain CSR type, he or she may more likely to be personally influenced by related CSR efforts of the organization and thus may reveal positive responses towards the organization. The influence of CSR initiatives on employee identification and citizenship might be altered by personal fit, due to the fact that employees own values of CSR may influence their perceptions about the CSR initiatives of their companies. Therefore, in this study, it is expected that the personal fit of an employee with CSR type positively affects the influence of CSR initiatives on employee identification and citizenship. These predictions are summarized in hypothesis 4:

Hypothesis 4a *The impact of CSR on employee identification is strengthened by personal fit with CSR type.*

Hypothesis 4b *The impact of CSR on employee citizenship is strengthened by personal fit with CSR type.*

2.6 Employee Identification and Citizenship

In the context of CSR, mediating mechanisms that connect CSR activities with behavioral outcomes are accepted as the key to understanding the real impact of such corporate efforts (Berrone, Surroca, & Tribo, 2007). Scholars in CSR literature have analyzed mechanisms where attitudinal outcomes of CSR lead to external outcomes such as behaviors. Prior research have explored the antecedents of organizational citizenship behavior and revealed that job satisfaction and organizational commitment are the attitudinal predictors of OCB (Organ & Ryan, 1995). Rupp et al. (2006) argued that CSR leads to positive employee attitudes and behaviors through satisfying employees' needs of belongingness, control, and meaningful existence. Specifically, organizational identification can be associated with cooperative and organizational citizenship behaviors (Riketta, 2005). Employee identification may cause employees to contribute more resources, such as time, energy and dedication, to the achievement of their organizations (Maignan & Ferrell, 2004). Thus, if organizations behave socially responsible, employees tend to have positive attitudes (i.e. high identification) about the company and work more productively for positive company outcomes (Rupp et al., 2006).

This view that identification may be an antecedent of citizenship behaviors is also in line with the previous literature in social psychology. The work on minimal group situation indicates that for the establishment of a relationship with a group, individuals need to know that they are group members (Tajfel & Turner, 1979). Awareness of group membership is the first step in the creation of this relationship, which can be followed by the development of behaviors, such as citizenship (Stinglhamber et al., 2015). To conclude, employee identification may cause the development of employee citizenship behaviors. Employees may perform citizenship behaviors because of the sense of obligation towards the organization in response to their positive sense of belonging to the organization as a result of CSR perceptions. In this study, it is expected that both philanthropic and non-philanthropic CSR types may trigger the citizenship behaviors of employees through the attitudinal process of identification. These predictions are summarized in hypothesis 5:

Hypothesis 5a The impact of non-philanthropic CSR on employee citizenship is positively mediated by employee identification.

Hypothesis 5b The impact of philanthropic CSR on employee citizenship is positively mediated by employee identification.

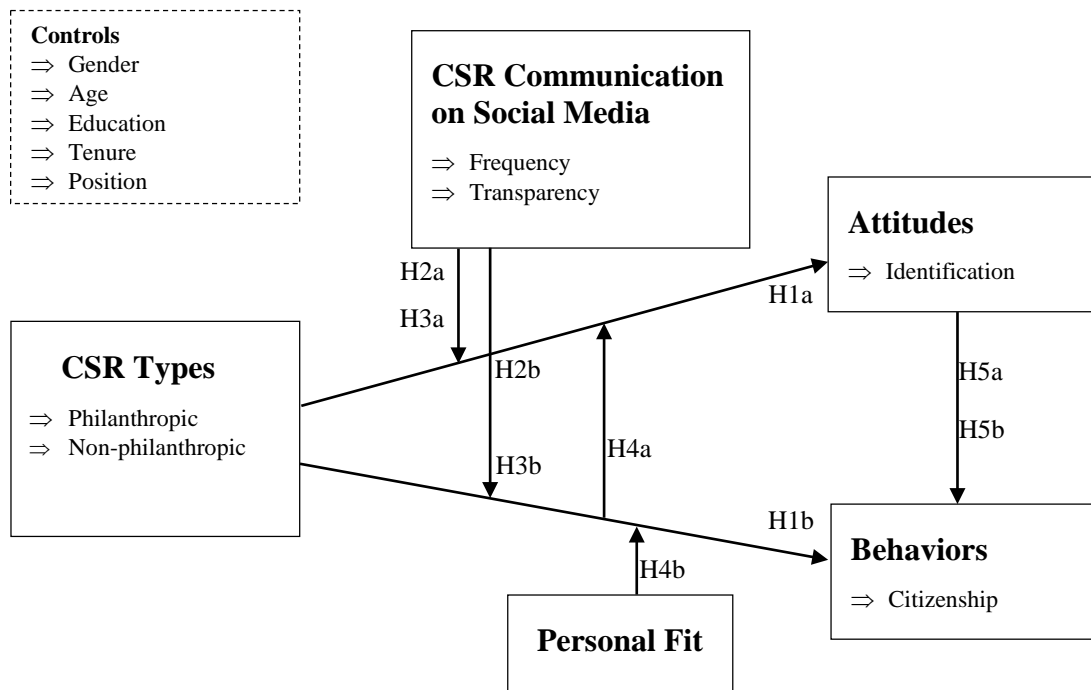On the whole, the following conceptual framework is introduced:

Figure 1. Conceptual framework

3. Method

This chapter describes the research method that is chosen to answer the research question of the study, together with the reasons for this selection. It explains the operationalization of the concepts included in the theoretical framework in order to measure them for the specific sample. Detailed explanations of the research design, sampling, procedure of the data collection and a general view of the data analysis process will also be covered in this chapter.

3.1 Research Design

A quantitative research method is chosen to answer the research questions of this study since the emphasis of the study is to explore the general patterns in the influence of CSR on identification and citizenship of employees in financial market in Turkey. Literature about CSR in financial market focuses on the perception of customers, however, not many research examine the responses of employees, specifically the influence of CSR types on employees' attitudes and behaviors in developing countries, from which the research questions of this study would benefit. Moreover, this study employs a quantitative survey method since it can estimate the degree to which independent variables (CSR types) affect dependent variables (employee identification and citizenship) by operationalizing the theoretical concepts into measurable variables. This is in line with what the research questions of the study seek to explore.

According to Matthews and Ross (2010), a survey enables to gather data effectively from a large number of people for social researches that aim to learn people's opinions, experiences, and attitudes. Also, a survey lets generalizing the findings of the study to the population. Thus, conducting a survey fits this study's purpose which is to understand the attitudes and behaviors of employees. Besides, as this study explores the attitudes and behaviors of employees in Turkey, the survey is decided to be spread online to reach out the individuals who reside in a different country. Furthermore, an online survey is found to be appropriate so that the respondents would be using the internet and be able to answer the survey questions about CSR communication on social media which is one of the aspects explored throughout the study.

The online survey of this study was developed and distributed through the software Qualtrics, an application provided by the university to collect quantitative data. The survey

was translated into Turkish to fit the country context of the study and to be responded by the employees who does not speak English.

3.2 Sample and Procedure

Before distributing the survey online, a pre-test of the survey was conducted to improve the readability of the survey as well as to determine and fix the errors and ambiguities in it. Eight participants, four of whom used to work in the bank whose employees were targeted in the sample, tested the survey. Minor adjustments were made in the survey with the feedback received from the participants of the pre-test. Some of the adjustments were found to be related to the translation of the survey from English to Turkish. Some feedback indicated that the explanation at the beginning of a specific section in the survey did not have the enough attention of the respondents ('Please answer the following items, regarding the bank's CSR communication on social media.'). Therefore, the explanation was removed from the beginning of the section and added to each of the items briefly, which helped to increase the validity of the results in return. Furthermore, the average time that the respondents spent on the survey was examined. On average, it took five minutes to complete the survey. As it is not long to result in loss of attention, no questions were deleted from the survey. The information given in the e-mail while distributing the survey about the possible duration of the survey was updated to five minutes from ten minutes. This helped to increase the response rate of the survey by implying that it would take a short time to complete it.

In order to answer the research questions of this study, data on the identification attitudes and citizenship behaviors of employees who work in financial market in Turkey were needed. The sample was determined as the employees who work in one of the biggest banks in Turkey. This bank was selected according to the extent that it engages in CSR. The bank has a responsibility to contribute to Turkish society since its foundation in 1920's. Since the employees of this bank were expected to be more aware of CSR, they would have been able to better evaluate the initiatives when they filled in the survey. The data collected from the employees of this bank were expected to be representative of the whole population, employees in financial industry in Turkey. Because the first distribution list of the survey mainly consisted of employees who reside in Istanbul which has a population of 14 million and which is the most cosmopolite city of Turkey. Moreover, the bank employs individuals from all cities of Turkey.

The respondents were reached using a snowball sampling method through the professional network of the researcher since otherwise it was difficult to reach the employees of the company. The survey was spread in the researcher's network via e-mail to employees who work in various departments/branches of the bank, asking them to also pass on the survey to their colleagues who work in their own departments/branches. The bias towards the researcher's own background was avoided in two ways. First, the sample was determined by the professional network of the researcher, instead of the personal network of her. Second, the respondents conveyed the survey in their own professional networks, which led to people who don't know the researcher participate in the survey. By doing so and by stating in the introduction of the survey that the results would be kept anonymous, the pressure to give socially acceptable answers was also avoided.

On 8th of April, the survey was distributed. One week after the distribution of the survey, an e-mail was sent to remind the survey. After a period of two weeks for collecting the data, on 21st of April, it was observed that 328 employees opened the survey. 66 of them quitted filling in the survey, which left the researcher 262 completely filled in surveys. A representative sample of the population was aimed to be comprised of 250 respondents, thus the number of surveys completed was found to be satisfactory and the survey was closed on 21st of April. 8 of the 262 respondents indicated that they were not aware of the bank's CSR initiatives and were led to the end of the survey. Thus, 254 filled in surveys were determined to be suitable for the data analysis. It was not possible to calculate the response rate since the number of people who received the survey link was unclear due to the sampling method. In the next step, the data gathered were analyzed using the software SPSS Statistics.

3.3 Operationalization

The English version of the survey that was used to collect data for the study can be found in the appendix section (see Appendix A). The survey started by introducing the definition of CSR by European Commission (2011) to remind the respondents their knowledge about CSR and asking them if they were aware of the CSR initiatives of the bank. The respondents who indicated that they were aware of none of the CSR initiatives were led to the end of the survey. In other words, the researcher was only interested in the responses of the employees who were aware of the CSR initiatives of the bank since the aim of the study is to examine the influence of types of CSR initiatives on employees' attitudes and behaviors. The

respondents who indicated that they were aware of CSR initiatives (whether aware of all of them, most of them or some of them) continued with the following questions of the survey.

The survey was mainly designed to gather data on six constructs (philanthropic CSR, non-philanthropic CSR, employee identification, employee citizenship, frequency and transparency of CSR communication on social media) and personal fit together with demographics. Each of the constructs was operationalized by a number of items within the survey. Existing scales were adapted for the constructs of philanthropic CSR, non-philanthropic CSR, employee identification, employee citizenship and transparency of CSR communication on social media. Items measuring the frequency of CSR communication on social media and personal fit were not available in the literature. Thus, new measures were developed for them.

The use of Likert scale gives the researcher the opportunity to determine how strongly the respondents feel about the statements raised and to distinguish between people (Matthews & Ross, 2010). Since it is recommended that using a scale as wide as possible is the best way and the seven-point scale is shown to reach the upper limits of the scale's reliability (Allen & Seaman, 2007), the items of this survey were measured on a seven-point Likert scale.

Perceptions of CSR Types

The first two constructs of the survey consist of items about the CSR types. These constructs address the employees' perceptions of different types of the bank's CSR initiatives. As stated before, adapted from Carroll's (1979, 1991) classification, CSR types explored in this study are grouped as philanthropic CSR and non-philanthropic CSR which consists of legal and ethical CSR. In this study, each of the CSR types was measured by three items which were adapted from the previous study by Salmones, Crespo, and Bosque (2005), which explores the influence of CSR on loyalty and valuation services.

As the bank whose employees were targeted to participate in the survey engages in philanthropic CSR in three themes which are education, culture and environment, the items which measured philanthropic CSR were modified to fit into these themes. Respondents were asked to indicate the extent to which they agreed or disagreed (on a seven-point Likert scale) with the following items.

Philanthropic CSR

- The bank actively supports educational activities.
- The bank actively supports cultural activities.
- The bank is concerned to respect and protect the natural environment.

Non-philanthropic CSR

- The bank respects the norms defined in the law when carrying out its activities.
- The bank is concerned to fulfill its obligations to its stakeholders and all parties with whom it deals.
- The bank behaves ethically/honestly with its customers.

Employee Identification

The measures for the construct of employee identification - the degree to which an employee defines himself by the similar attributes that he defines his organization (Dutton et al., 1994) - were based on the scales of Mael and Asforth (1992) whose study addresses organizational identification. Respondents were asked to indicate on a seven-point Likert scale whether they agreed or disagreed with the following statements:

- When I talk about this bank, I usually say 'we' rather than 'they'.
- I am very interested in what others think about this bank.
- The bank's successes are my successes.
- When someone praises this bank, it feels like a personal compliment.

Employee Citizenship

One construct of the survey consisted of questions that assess the employee citizenship which is the voluntary commitment that is discretionary, not directly recognized by the formal reward system of a company. The questions were asked the frequency with which certain activities related to citizenship were executed. Employee citizenship was measured with three items, adapted from the study of Kim, Ok and Lee (2009), which explores the organizational citizenship in Korea. Respondents were asked to indicate the frequency of the behaviors referred in the following items, on a seven-point Likert scale, ranging from ever time to never:

- I actively defend the bank when outsiders criticize it.
- I voluntarily initiate to fix problems whenever I find them in the operation.

− I actively make suggestions that can improve the bank's performance.

Personal Fit with CSR Type

Personal fit with CSR type, the match between employees' values and CSR type, was measured with one item which asks respondents whether banks should engage in CSR initiatives. This item was developed for this study based on a general definition of CSR to include both CSR types. Respondents were asked to indicate the extent to which they agreed or disagreed (on a seven-point Likert scale) with the following statement:

− I believe that a bank should play a role in society that goes beyond the mere generation of profits.

Frequency of CSR Communication on Social Media

The items used to measure the frequency of CSR communication on social media, which regards the degree to which the organization communicates its CSR initiatives on social media, were developed for this study since such items were not available in the literature. Although there were no items to measure frequency, theories and previous research helped in creating the survey questions. Since the concept of frequency was measured with different questions in the survey, the consistency of the measurement was important and a reliability analysis was conducted to test the consistency among the items.

The items of the frequency focused on receiving feedback/information about the CSR initiatives. The fourth item was a reverse coded item where the respondents who indicated that they strongly agreed with the statement were evaluated as they strongly disagreed with frequent communication, vice versa. Respondents were asked to indicate, on a seven-point Likert scale, the extent to which they agreed or disagreed with the following items:

− I would like to receive feedback about the CSR initiatives from the bank appearing often on its social media accounts.
− I would like to see information about the launch of new CSR initiatives of the bank as frequently as possible on its social media accounts.
− I would like to see posts about the schedule of CSR initiatives of the bank as often as possible on its social media accounts.
− I would like to receive information about the progress of CSR initiatives of the bank rarely on its social media accounts.

It should be noted that in this part, the respondents were asked to value their perceptions about what the bank should do, rather than what the bank actually does with regards to its CSR communication on its social media accounts. Otherwise, it would have been very specific for the respondents to answer the actual frequency and transparency on social media accounts of the bank since the bank communicates its CSR initiatives on different accounts and the respondents were not asked if they followed the specific accounts.

Transparency of CSR Communication on Social Media

The construct of transparency of CSR communication on social media - addressing communicating the correct CSR information with the participation of stakeholders on social media - was assessed by four items developed by Rawlins (2009). The first three items were based on Balkin (1999)'s dimensions of transparency: informational, participatory and accountability. The fourth item was a reverse coded item which was based on the informational dimension of transparency. The respondents who indicated that they strongly agreed with the last item were evaluated as they strongly disagreed with transparent communication, vice versa. Respondents were asked to indicate the extent to which they agreed or disagreed with the following items on a seven-point Likert scale.

− I would like to see information that is easy to understand about CSR initiatives of the bank on its social media accounts.
− I would like to receive information in a timely fashion about CSR initiatives of the bank on its social media accounts.
− The bank should respond to the requests and critics about its CSR initiatives on its social media accounts.
− The bank should only disclose information about its CSR initiatives when it is required on its social media accounts.

In this part, similar to the construct of the frequency of CSR communication on social media, the ideal situation was asked to the respondents with regards to bank's communication on its social media accounts.

Demographics

The demographic data of the respondents were collected in the last part of the survey. Since demographic questions were the simplest ones to answer, they were located at the end of the survey, so that the respondents could answer them effortlessly after spending time with

the other questions. Demographic data were gathered to know the sample better, evaluate differences of sub-groups in the sample and explore the influences of the demographics on employee identification and citizenship. Searching the previous studies, tenure was identified as a predictor of employee identification (Organ & Ryan, 1995), and citizenship behavior (Hall, Schneider, & Nygren, 1970). The impact of gender, position in the organization and level of education on various employee outcomes were explored in several studies (Hall et al., 1970; Organ & Ryan 1995; Stinglhamber et al., 2015). Also, age was added to the demographics since it may affect employees' identification attitude and citizenship behavior. In sum, the demographic questions consisted of two groups: questions about the personal life and questions about the business life of the employees. Questions regarding personal life searched for the information about the gender, age and level of education of the employees. Concerning the business life, the employees were asked about their position and tenure in the bank.

Additional coding

Before the data analysis, some additional coding was performed in order to prepare the data for the analysis. First, the answers to the questions with a seven-point Likert scale, except reverse items, were recoded in a way that '7' represents the highest and '1' represents the lowest level of the attribute being measured in the questions. The reverse coded items in Question 5 (4th and 8th items) were not recoded since they already reflect the high level of the attribute being measured with high scores. For example, if an individual responded '7' (strongly disagree) to 'I would like to receive information about the progress of CSR initiatives of the bank rarely on its social media accounts.' item, then this disagreement indicates an agreement with frequent CSR communication on social media with a score of 7. Thus, consistency was achieved among all items with the Likert scale.

Data gathered from one of the demographic questions, regarding the position in the bank, was recoded in order to form two subgroups: managers and non-managers. Thus, a new dummy variable was created.

3.4   Data Analysis

The data gathered through the online survey were exported from the survey software Qualtrics to the software SPSS Statistics for the detailed analysis. Internal consistency reliability analysis and principal component factor analysis are used to test the reliability and

validity of the data gathering instrument. Correlation analysis is performed to check the relationships between variables of the study. Next, multivariate ordinary least square regression analyses are used to examine the causal effects in the conceptual framework. Comparative effects of CSR types on employee identification and citizenship are analyzed. The moderation effects of frequency and transparency of CSR communication on social media and personal fit and the mediation effect of identification are explored with several regression analyses. Also, ANOVA and t-test are used to compare sub-groups of employees with respect to their gender, age and scores on the personal fit item.

4. Results

This chapter will provide the results of data analysis in order to answer the research questions of the study.

4.1 Demographics

A total number of 262 surveys were completed for the study. Demographic data of 8 respondents were not gathered since they stated that they were not aware of the bank's CSR initiatives when answering the first question of the survey and they were led to the end of the survey without answering the demographic questions. The rest of the respondents filled in all the questions. 254 completed surveys were analyzed in the study, comprising of 55.9 percent females and 44.1 percent males. Most of the respondents are in the age group of 25 - 34 (56.7 percent). 38.6 percent of the respondents are aged between 35 and 44, 3.9 percent are aged between 45 and 54, and a further .8 percent are in the age group of 18 - 24. The respondents' level of education lean towards higher education since the majority of respondents (64.6 percent) indicate to have a Bachelor's degree, 28.7 percent to have a Master's degree and only 0.4 percent to hold a postgraduate degree. 6.3 percent of the remaining respondents report that they have a college degree or other.

81.5 percent of the respondents' tenure at the bank is longer than 5 years, where 42.1 percent is between 6 and 10 years and 39.4 percent is more than 10 years. Employee tenure under 5 years constitutes 13 percent of the respondents. Only 2.4 percent of the respondents' tenure is less than 1 year. Distribution of the positions in the bank indicates that majority of the respondents are specialists (45.3), followed by 26 percent managers, 14.6 percent officers, and 3.9 percent inspectors. The remaining 10.2 percent of the respondents are lawyers, architectures, engineers or other.

4.2 Reliability and Validity

Reliability and validity are two main elements when evaluating a survey that measures concepts (Tavakol & Dennick, 2011). The two are reported respectively in this section.

Internal consistency reliability describes the extent to which the items of a test are consistent with each other in order to represent only one dimension or construct (Salkind, 2011). To examine the internal consistency reliability, Cronbach's alpha was computed separately for the items of each construct. Cronbach's alpha is the most common measure of

internal consistency, which is used when multiple items are employed to measure a concept or construct (Tavakol & Dennick, 2011). The Cronbach's alpha values calculated for each of the constructs are shown in Table 1.

Table 1. Results of reliability analysis of the constructs

Construct	Cronbach's α
Philanthropic CSR	.740
Non-philanthropic CSR	.853
Employee identification	.890
Employee citizenship	.751
Frequency of CSR communication on social media	.649
Transparency of CSR communication on social media	.402

The threshold for Cronbach's alpha values is set as .70, as commonly accepted. The results indicate that the scores of the constructs, except frequency and transparency of social media communication, exceed .70. This proves the internal consistency reliability of the related constructs. It could be noted that non-philanthropic CSR and employee identification has good reliability since their value of Cronbach's alpha is greater than .80. The Cronbach's alpha values of frequency and transparency of CSR communication on social media are below the threshold. Transparency is unreliable ($\alpha = 402 < .6$), whereas frequency is moderately reliable ($.6 <= \alpha = .649 <= .8$). However, based on the common threshold which is .70, the items within these two constructs must be re-examined. Also, it is important to further analyze the frequency since its items are developed for this study.

Table 2 and Table 3 show the item-total statistics of frequency and transparency of CSR communication on social media respectively. Next, the decisions taken to increase the reliability of the constructs are reported.

Table 2. Item-total statistics, frequency of CSR communication on social media

Item	Item-total correlation	Cronbach's α if item deleted
I would like to receive feedback about the CSR initiatives from the bank appearing often on its social media accounts.	.642	.448

Item	Item-total correlation	Cronbach's α if item deleted
I would like to see information about the launch of new CSR initiatives of the bank as frequently as possible on its social media accounts.	.711	.415
I would like to see posts about the schedule of CSR initiatives of the bank as often as possible on its social media accounts.	.683	.441
I would like to receive information about the progress of CSR initiatives of the bank rarely on its social media accounts.	.037	.941

Item-total correlation column on Table 2 indicates the correlations between each item and the total score of the construct. All items should correlate with the total for a reliable construct. The values less than .3 imply that the item does not correlate with the total. Based on this, it is observed that item 4 has a low correlation with the construct being measured, r (254) = .037. Also, it should be noted that the overall Cronbach's alpha increases from .649 to .941 when item 4 is deleted. That is, the construct can advance to a good reliability if item 4 is deleted.

Table 3. Item-total statistics, transparency of CSR communication on social media

Item	Item-total correlation	Cronbach's α if item deleted
I would like to see information that is easy to understand about CSR initiatives of the bank on its social media accounts.	.469	.150
I would like to receive information in a timely fashion about CSR initiatives of the bank on its social media accounts.	.412	.171
The bank should respond to the requests and critics about its CSR initiatives on its social media accounts.	.300	.257

The bank should only disclose information about its CSR initiatives when it is required on its social media accounts.	-.046	.742

Similar to the last item of the frequency, the last item of transparency has a low correlation with the total, r (254) = -.046. If this item is deleted, the new Cronbach's alpha for transparency of CSR communication on social media is .742, whereas the previous value was .402. In other words, the construct becomes moderately reliable.

It is interesting that both items with the low item-total correlations in two constructs are reverse-coded items. According to Conrad et al. (2004), reverse coded items tend to have low correlations with normally scored items since they lead to confusion in subjects in answering them. Regarding the low item-total correlations and the improved Cronbach's alpha values when the items are deleted, the two items, last items in frequency and transparency, are decided to be eliminated from the constructs. Omitting these items helps to increase the reliability of the constructs.

Next, the validity - whether the survey accurately represents the concepts intended to measure - is tested. In the operationalization process of the concepts, previous research were checked to gather valid indicators for the survey. Based upon this, the survey questions were built to ensure that the questions measure the concepts intended to measure. This process increased the validity of this study. Only two concepts, the frequency of CSR communication on social media and personal fit were measured with new developed items which may influence the validity of the research. Thus, the validity test was taken.

The items which constitute the constructs other than personal fit were analyzed through the factor analysis in order to verify the validity. Personal fit was not included in the analysis since it was measured with one item which had a broader view than the other items. Principal component factor analysis with orthogonal (varimax) rotation was applied to all items of the constructs. Kaiser-Meyer-Olkin (KMO) measure and Barlett's Test of Sphericity value were checked to validate that the data set was suitable for the factor analysis. Using the Kaiser's criterion, only factors with an eigenvalue of 1 and more were kept for the analysis. In Table 4, the factor loadings in the rotated component matrix are reported.

Table 4. Rotated component matrix, factor loadings on the items

	Components					
Items	1	2	3	4	5	6
Phi 2	.882					
Phi 1	.862					
Phi 3	.466					
Non-phi 1		.839				
Non-phi 2		.811				
Non-phi 3		.804				
Frequency 3			.919			
Frequency 2			.903			
Transparency 2			.874			
Transparency 1			.870			
Frequency 1			.837			
Transparency 3			.472			
Identification 4				.869		
Identification 3				.865		
Citizenship 1				.745		
Identification 2				.775		
Identification 1				.695		
Citizenship 3					.826	
Citizenship 2					.814	
Transparency 4						.815
Frequency 4						.813

Note: Phi = Philanthropic CSR, Non-phi = Non-philanthropic CSR, Frequency = Frequency of CSR communication on social media, Transparency = Transparency of CSR communication on social media.

The data were suitable for factor analysis as the KMO value was .844. It should be .6 or above (Pallant, 2007). Factor analysis determined six factors which explained a total of 74.1 percent of the variance. Each individual item had a loading of .472 or higher, up to .919. Since the factor loadings of at least .4 are considered to be strong enough, the results were

interpreted as strong. The sixth factor consisted of the reverse-coded items of the constructs frequency and transparency of CSR communication on social media. Conrad et al. (2004) state that reverse-coded items may have low correlations with normally scored items and form a new factor together and suggest that deleting them increases validity without decreasing reliability. This was in line with the results of the reliability analysis. As stated before, reliability analysis indicated that the two reverse-coded items had low correlations with the other items within their constructs and the reliability of the constructs increased if these items were deleted. Therefore, the results of the factor analysis supported the removal of item 4 in frequency and item 4 in the transparency of social media communication for further analyses.

The first item of employee citizenship formed a factor with the items of employee identification. However, this was disregarded considering the moderate reliability (.75) of three items of employee citizenship and the number of items in the construct. Employee citizenship has 3 items and removing one item would leave two items in the construct. However, using less than three items per construct is not recommended (Raubenheimer, 2004).

After removing the reverse items from the data, new KMO variable was .853, signifying the appropriateness of data for factor analysis. This time, five factors were extracted with a total of 74.5 percent of variance explanation. As can be seen in Table 15 in Appendix B, the lowest factor loading was observed as .461. The previous factor loadings very slightly changed. The factor analysis supported the validity of the measures for the six constructs: philanthropic CSR, non-philanthropic CSR, employee identification, employee citizenship, frequency and transparency of CSR communication on social media.

4.3 Data Preparation

Before conducting the regression analysis, some data manipulations were required. Based on the results of reliability analysis and factor analysis, new variables were created for the six constructs: philanthropic CSR, non-philanthropic CSR, frequency and transparency of social media communication, employee identification and employee citizenship. The scores of the items that form a construct were added up and then divided by the number of items within that construct. For example, if a respondent scores 7, 5 and 6 on a seven-point Likert scale on the three items of philanthropic CSR, then the score of the construct for this respondent would be the average of these scores, which is 6. The reverse items of frequency

and transparency of social media communication were excluded from the calculation as they were deleted from the constructs. Therefore, the scores of the remaining three items for each of this constructs were included in the new variables. Calculating new variables, the information of the scores of different items in a construct were lost as they were represented with only one score of that construct. For instance, the scores 7, 5 and 6 in the example above were no longer involved separately in the further analyses. This was acceptable since the items in individual constructs had good and moderate reliabilities, representing that the items measure the same dimension.

Subsequently, the variables were standardized. This was performed by mean-centering the scores of each construct. Similarly, the results of the demographic questions were mean-centered. Standardizing the variables, the possible problems with multicollinearity were aimed to be avoided. Next, the interaction variables were created, by multiplying the mean-centered variables involved in interaction with the mean-centered independent variables.

Finally, a correlation matrix was performed to find out how independent, dependent, moderator, and mediator variables of the conceptual model are related to each other. Correlation analysis is used to quantify the strength and direction of the relationship among all possible pairs of variables. The significance of correlations was checked using bivariate Pearson correlation coefficients. A Pearson correlation coefficient of +1 or -1 implies that the value of one variable can be determined by the value of the other variable whereas a correlation of 0 indicates that there is no relation between the two variables. (Pallant, 2007). As can be seen in Table 5, significant correlations are observed between some variables of the study. Still, they do not appear to suffer from multicollinearity problems since multicollinearity exists when the correlation coefficient between variables is .9 or above (Pallant, 2007). Some of the high correlations are discussed below.

It is observed that there is a significant correlation between the control variables age and tenure, r (254) = .658, $p < .01$. which is reasonable since both variables measure time periods. Additionally, the correlation matrix shows that philanthropic CSR is positively and significantly related to non-philanthropic CSR, r (254) = .443, $p < .01$. This is expected in the model as they both measure the CSR initiatives. Also, frequency and transparency of CSR communication are observed to be positively and significantly related to each other, r (254) = .724, $p < .01$. Besides, the correlations between independent and dependent variables are checked and it is observed that both philanthropic CSR and non-philanthropic CSR are

significantly correlated to employee identification, $r(254) = .421$, $p < .01$; $r(254) = .482$, $p < .01$, respectively, and employee citizenship, $r(254) = .351$, $p < .01$; $r(254) = .359$, $p < .01$, respectively. These correlations indicate that the measurements vary together and causal relationships may exist between the variables. The possible causal relationships are analyzed with the regression analyses in the next section.

Table 5. Correlation matrix

	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	1											
2. Position	.044	1										
3. Age	.029	.217**	1									
4. Tenure	.151*	.223**	.658**	1								
5. Education	.065	.003	-.102	-.090	1							
6. Phi	.017	.033	.121	.118	-.081	1						
7. Non-phi	-.007	-.001	.174**	.057	.049	.443**	1					
8. Identification	-.100	-.038	.230**	.084	-.063	.421**	.482**	1				
9. Citizenship	-.037	-.040	.165**	.125*	-.012	.351**	.359**	.651**	1			
10. Personal Fit	.019	-.032	.073	.025	.011	.156*	.116	.293**	.201**	1		
11. Frequency	.220**	.076	.121	.086	-.035	.231**	.164**	.289**	.307**	.339**	1	
12. Transparency	.241**	.082	.072	.045	.088	.117	.165**	.132*	.246**	.183**	.724**	1

Note: N=254.
Significance levels: ~ $p < .10$, * $p < .05$, ** $p < .01$.
Phi = Philanthropic CSR, Non-phi=Non-philanthropic CSR,
Frequency = Frequency of social media communication,
Transparency = Transparency of social media communication.

4.4 Hypotheses Tests

In order to test the influence of CSR types on employee identification and citizenship and the altering effects (i.e. moderation and mediation) in the conceptual model, multiple regression analyses needed to be performed. Several ordinary least square (OLS) regression models were built to explore the impacts on the two dependent variables: identification and

citizenship. The regression coefficients were checked to test the direct impact of independent variables (philanthropic CSR and non-philanthropic CSR) on the dependent variables (identification and citizenship), to also test the impacts of the possible moderators (frequency and transparency of CSR communication and personal fit) and the possible mediator (identification) on the main relationships. The moderation effects were tested by checking the significance of the interaction terms (multiplication of the moderators with independent variables). The mediation effect was tested with a four-step analysis. Also, the demographic data (gender, age, education, position and tenure in the bank) were included as control variables in the regression models to understand whether they influence identification and citizenship and to avoid alternative explanations for the employee outcomes.

Before performing the regression models, it was necessary to check the assumptions of multiple regression analysis. The assumptions of linearity, no outliers, the normality of residuals, no multicollinearity and homoscedasticity were checked for the models. First, the relationship between variables needs to be linear. The linearity assumption could be checked with a scatterplot matrix of independent variables and the dependent variables. It is also important to check the outliers. Scatterplot should show if there are outliers in the model. The normal distribution of error terms should be checked by the normal probability plot and histogram of standardized residuals. Multicollinearity is observed when the independent variables are not independent of each other. One way of testing multicollinearity is to compute the Pearson's bivariate correlation matrix. The correlation coefficients need to be below 1. The last assumption, homoscedasticity means that the variance of error terms is the same across all values of the independent variables. Homoscedasticity could be tested by plotting the standardized residuals against the standardized predicted values.

4.4.1   Models for Predicting Employee Identification

Two regression models were used to explore the relation between CSR and employee identification. In the first model, the influences of CSR types on identification were tested. In the second model, by adding the potential moderator variables to the first model, the altering effects of frequency and transparency of CSR communication on social media and personal fit on the main relationship were tested.

For both of the models, first, the assumptions of multiple regression analysis were checked. For the sake of simplicity, only the plots of the second model are presented in the appendix as it includes all the variables regarding the prediction of employee identification.

Scatterplot matrix of variables indicated linear relationships between the variables. On scatterplot, some outliers were encountered, however, they were not removed since they were acceptable in the model (see Appendix C, Figure 3). The random displacement of the scores on scatterplot indicated no problems of heteroscedasticity. The normal probability plot's almost straight line and bell-shaped curve of the histogram (see Appendix C, Figure 4, Figure 5) showed the normal distribution of error terms. Multicollinearity was first checked with the correlation matrix in Table 5 and some high correlations were noted (age and tenure, r (254) = .658, $p < .01$; frequency and transparency of CSR communication on social media, r (254) = .724, $p < .01$). Thus, a further analysis of multicollinearity was necessary. VIF values and collinearity tolerance values were checked. Since all VIF values were below 10 and all collinearity tolerance values were above .2, multicollinearity problems were not observed in the model. To conclude, for both of the models, all assumptions of multiple regression analysis were found to be met. The regression results of the first model are reported in the table below.

Table 6. Regression results for identification

	$b*$	SE
Constant		.084
Control variables		
Gender	-.092~	.111
Position	-.070	.031
Age	.200**	.127
Tenure	-.071	.081
Education	-.039	.095
Independent variables		
Philanthropic CSR	.255**	.084
Non-Philanthropic CSR	.339**	.111
R squared	.325	
F value	16.912**	

Note: *N*=254.
Significance levels: ~ $p < .10$, * $p < .05$, ** $p < .01$.

The model is significant and explains 32.5 percent of variation, F (16, 237) = 16.912, p = .000 < .01. Thus, the regression model is useful for predicting the employee identification. Among the control variables, gender is negative and significant ($b*$ = -.092, t = -1.714, $p <$

.10). As gender is a dummy variable where female is scored of 1, the result suggests that the odds of identification decrease for female employees. Age is positive and significant (b^* $=.200$, $t = 2.798$, $p < .01$), indicating that as the employees get older they tend to have a higher identification. Position, tenure, and level of education are found to be insignificant on identification.

Turning to one of the main relationships of this paper, the relationship between CSR types and employee identification, as shown in Table 6, both philanthropic CSR ($b^* = .255$, $t = 4.320$, $p < .01$) and non-philanthropic CSR ($b^* = .339$, $t = 5.677$, $p < .01$) have significant positive effects on identification. Comparing the standardized coefficients of the CSR types, the impact of non-philanthropic CSR is found to be higher than the impact of philanthropic CSR. These results confirm the prediction in Hypothesis 1a (The impact of non-philanthropic CSR perceived by employees on employee identification is higher than the impact of philanthropic CSR.). The results of the second regression model that includes the possible moderator variables are reported in Table 7.

Table 7. Regression results for identification, moderation effects

	b^*	SE
Constant		.083
Control variables		
Gender	-.101~	.110
Position	-.076	.030
Age	.164*	.122
Tenure	-.055	.077
Education	-.046	.092
Independent variables		
Philanthropic CSR	.200**	.085
Non-Philanthropic CSR	.352**	.109
Frequency	.203*	.078
Transparency	-.081	.091
Personal Fit	.142**	.042
Interaction variables		
Frequency * Phi	-.131	.115
Frequency * Non-Phi	.185~	.145
Transparency * Phi	.257**	.130

Transparency * Non-Phi	-.165~	.162
Personal Fit * Phi	-.064	.072
Personal Fit * Non-Phi	.027	.087
R squared	.425	
F value	10.944**	

Note: N =254. Significance levels: ~ $p < .10$, * $p < .05$, ** $p < .01$.
Phi = Philanthropic CSR, Non-phi=Non-philanthropic CSR,
Frequency = Frequency of social media communication,
Transparency = Transparency of social media communication.

The model is significant and explains a good amount of variation, $F (16, 237) = 10.944$, $p = .000 < .01$, R2 = .425, which makes the model useful for predicting the employee identification. Among the control variables, gender and age have significant effects similar to the results of the first model. Also, the results of the main relationship between CSR types and employee identification are close to the results of the first model (i.e. significant impacts of both CSR types and the higher impact of non-philanthropic CSR).

Next, the significance of the moderation effect of frequency of CSR communication on social media is checked. The findings concerning frequency partially confirm Hypothesis 2a that the impact of CSR on employee identification is strengthened by the frequent CSR communication on social media. It should be noted that the reinforcing impact of frequency is found only on the influence of non-philanthropic CSR on identification. This impact is positive and significant ($b* = .185$, $t = 1.945$, $p < .10$), whereas the effect of frequency is insignificant on the influence of philanthropic CSR on identification ($b* = -.131$, $t = -1.427$, $p > .10$). It could also be noted that a positive and significant direct effect of frequency of social media communication on identification is observed ($b* = .203$, $t = 2.574$, $p < .05$). However, this effect was not hypothesized and thus do not call for a rejection or confirmation of any hypotheses.

Hypothesis 3a states that the impact of CSR on employee identification is strengthened by the transparent CSR communication on social media. The results indicate that the moderator role of transparency is significant on the effect of philanthropic CSR ($b* = .257$, $t = 2.813$, $p < .01$) and non-philanthropic CSR ($b* = -.165$, $t = -1.733$, $p < .10$) on identification. However, the effect on non-philanthropic CSR is significant with an unexpected sign, suggesting a lack of the strengthening effect. In sum, it could be concluded that Hypothesis 3a is partially confirmed.

The possible moderation effect of personal fit was hypothesized as 'The impact of CSR on employee identification is strengthened by personal fit with CSR type.' in Hypothesis 4a. The results fail to cover any significant moderation effects of personal fit. The effect on the impact of philanthropic CSR on identification is negative and insignificant ($b* = -.064$, $t = -1.022$, $p > .10$). The effect on the impact of non-philanthropic CSR is insignificant, but in the expected direction ($b* = .027$, $t = .433$, $p > .10$). Similar to the direct effect of frequency on identification, a positive and significant direct effect of personal fit is observed on identification ($b* = .142$, $t = 2.616$, $p < .01$). However, this effect was not hypothesized.

4.4.2 Models for Predicting Employee Citizenship

In the third regression model, the impact of CSR types on employee citizenship was tested. In the fourth regression model, the moderation effects of frequency and transparency of CSR communication on social media and personal fit were tested. First, the assumptions of multiple regression were checked. Similar to the results of the assumption checks of the first two models, all assumptions were observed to be met. Through the scatterplot matrix, linear relationships between variables were observed. The outliers in the scatterplot were not removed since they were acceptable in the model (see Appendix C, Figure 6). The randomness of the pattern on scatterplot indicated that the assumption of homoscedasticity is met. The normal probability plot and histogram showed the normal distribution of error terms (see Appendix C, Figure 7, Figure 8). Multicollinearity problems were not observed since none of the VIF values and collinearity tolerance values were problematic. For the sake of simplicity, only the plots of the fourth model are presented in the appendix. The results of the third regression model are reported in Table 8.

Table 8. Regression results for citizenship

	$b*$	SE
Constant		.086
Control variables		
Gender	-.048	.115
Position	-.075	.032
Age	.074	.130
Tenure	.060	.083
Education	.012	.098
Independent variables		

	$b*$	SE
Philanthropic CSR	.234**	.086
Non-Philanthropic CSR	.238**	.114
R squared	.192	
F value	8.344**	

Note: $N = 254$.
Significance levels: ~ $p < .10$, * $p < .05$, ** $p < .01$.

Overall, the model explains 19.2 percent of the variance in employee citizenship, $F (16, 237) = 8.344$, $p = .000 < .01$. No control variables are found to have significant impacts on citizenship behavior. The results in Table 8 confirm the second main relationship of the paper, the relationship between CSR types and employee citizenship. Significant positive effects of philanthropic CSR and non-philanthropic CSR are observed on citizenship ($b* = .234$, $t = 3.619$, $p < .01$; $b* = .238$, $t = 3.640$, $p < .01$, respectively). These findings also support the prediction of the comparison of CSR types in Hypothesis 1b that the impact of non-philanthropic CSR on employee citizenship is higher than the impact of philanthropic CSR. Yet, the standardized coefficients of the CSR types are almost equal to each other.

The results of the fourth regression model that includes the moderation effects are reported below.

Table 9. Regression results for citizenship, moderation effects

	$b*$	SE
Constant		.089
Control variables		
Gender	-.105~	.117
Position	-.086	.032
Age	.037	.130
Tenure	.087	.082
Education	.010	.099
Independent variables		
Philanthropic CSR	.204**	.091
Non-Philanthropic CSR	.200**	.117
Frequency	.155~	.083
Transparency	.090	.098
Personal Fit	.073	.045
Interaction variables		

Frequency * Phi	.076	.123
Frequency * Non-Phi	-.005	.155
Transparency * Phi	-.035	.139
Transparency * Non-Phi	-.025	.173
Personal Fit * Phi	-.045	.077
Personal Fit * Non-Phi	.050	.093
R squared	.255	
F value	5.080**	

Note: *N* =254.
Significance levels: ~ *p* < .10, * *p* < .05, ** *p* < .01.
Phi = Philanthropic CSR, Non-phi=Non-philanthropic CSR,
Frequency = Frequency of social media communication,
Transparency = Transparency of social media communication.

The model explains 25.5 percent of the variance in employee citizenship, F (16, 237) = 5.080, p = .000 < .01. When moderation variables are added to the third model, one of the control variables, gender becomes significant (b* = -.105, t = -1.747, p < .10). The negative coefficient of gender indicates that the odds of citizenship decrease for female employees.

The tests of Hypothesis 2b and 3b do not confirm the moderation effects of frequency and transparency of CSR communication on the CSR – employee citizenship relationship. Both effects are observed to be insignificant on philanthropic CSR ($b*$ = .076, t = .726, p > .01; $b*$ = -.035, t = -.341, p > .01, respectively) and non-philanthropic CSR ($b*$ = -.005, t = -.051, p > .10; $b*$ = -.025, t = -.230, p > .10, respectively). Although it is not significant, the effect of frequency on philanthropic CSR is in the predicted direction ($b*$ = .076, t = .726, p > .10). Furthermore, the results indicate a positive and significant direct effect of frequency of CSR communication on the CSR – employee citizenship relationship ($b*$ = .155, t = 1.734, p < .10), but this effect was not hypothesized.

Finally, Hypothesis 4b predicts that the impact of CSR on employee citizenship is strengthened by personal fit with CSR type. Contrary to the prediction, findings do not confirm any significant moderation effects of personal fit on the relationship between CSR types (philanthropic and non-philanthropic) and citizenship ($b*$ = -.045, t = -.623, p > .10; $b*$ = .050, t = .715, p > .10, respectively).

4.4.3 Model for Predicting the Mediation Effect of Identification

The possible mediation effect of identification is the indirect effect in which the impact of CSR types leads to citizenship behaviors through identification. In other words, the relationship between CSR types and citizenship behaviors is pulled by identification. Therefore, when the mediator variable is included in the regression model, the impacts of CSR types on citizenship are expected to reduce (partial mediation) or be insignificant (full mediation) (Ko, Rhee, Kim, & Kim, 2014).

To test one mediation effect, results of four regression models are interpreted together by checking the significance of the coefficients at each step. In the first model, the possible mediator variable (identification) is regressed on the independent variables (CSR type) and the control variables (path a). Next, the impact of the possible mediator is analyzed on the dependent variable (employee citizenship) by regressing the dependent variable on the possible mediator and the control variables (path b). In the third model, the dependent variable is regressed on the independent variables and the control variables (path c). Finally, the dependent variable is regressed on the independent variables, possible mediator, and the control variables (path c'). For a mediation effect, the paths a, b and c are expected to be significant and also, the coefficient of CSR type is expected to reduce in path c' compared to path c or be insignificant in path c'. The results of the paths a and b are presented when exploring the impact of CSR types on identification and citizenship in Table 6 and Table 8, respectively. Thus, the other two regression models (i.e. the paths c and c') are performed and results of four models are presented together to investigate the moderation effect in Table 10.

Table 10. Regression results for mediation effect of identification

Model specifications	IV to mediator (a paths) $b*$	SE	Mediator to DV (b paths) $b*$	SE	IV to DV (c paths) $b*$	SE	IV to DV (c' paths) $b*$	SE
Phi → Identification	.255**	.084						
Non-phi → Identification	.339**	.111						
Identification → Citizenship			.655**	.047				
Phi → Citizenship					.234**	.086		
Non-phi CSR → Citizenship					.238**	.114		
Phi → Citizenship							.079	.074
Non-phi → Citizenship							.033	.101
Constant	.084		.073		.086		.073	

Control variables								
Gender	-.092	.111	.012	.096	-.048	.115	.007	.096
Position	-.070	.031	-.029	.027	-.075	.032	-.033	.027
Age	.200	.127	-.048	.110	.074	.130	-.047	.111
Tenure	-.071	.081	.109	.069	.060	.083	.103	.069
Education	-.039	.095	.033	.081	.012	.098	.035	.082
R squared	.325		.432		.192		.439	
F value	16.912**		31.353**		8.344**		24.013**	

Note: $N = 254$.
Significance levels: ~ $p < .10$, * $p < .05$, ** $p < .01$.
Phi = Philanthropic CSR, Non-phi=Non-philanthropic CSR, Frequency = Frequency of social media communication, Transparency = Transparency of social media communication.

As shown in Table 10, both philanthropic CSR and non-philanthropic CSR are positively and significantly related to employee identification ($b* = .255$, $t = 4.320$, $p < .01$; $b* = .339$, $t = 5.677$, $p < .01$, respectively). In addition, results indicate a significant positive effect of employee identification on employee citizenship ($b* = .655$, $t = 13.128$, $p < .01$). Then, the effects of CSR types on citizenship are checked in two steps. First, positive and significant direct paths from philanthropic CSR and non-philanthropic CSR to employee citizenship are observed ($b* = .234$, $t = 3.619$, $p < .01$; $b* = .238$, $t = 3.640$, $p < .01$, respectively). Next, when identification is added to the model, the effects of CSR types on citizenship are observed to be insignificant ($b* = .079$, $t = 1.418$, $p > .01$; $b* = .033$, $t = .561$, $p > .01$, respectively). In sum, the significant paths a, b and c, together with the insignificant path c' confirm the predicted mediation effect of identification in Hypotheses 5a and 5b which indicate that the impacts of CSR types lead to citizenship behaviors through employee identification. Furthermore, it could be noted that the effects are observed as full mediation effects since the significant impacts of CSR types become insignificant on citizenship when identification is added to the model.

4.4.4 Robustness Checks

As depicted in Table 5, two moderator variables frequency and transparency of CSR communication are strongly correlated to each other, $r(254) = .724$, $p < .01$, and they are included in the same regression models when analyzing the moderation effects. Due to the strong correlation between the variables, the reliability of the results of the original regression models are to be checked in order to have robust findings. Through the robustness tests, the two moderator variables frequency and transparency are separated from each other and

examined in different models. Possible moderator variables of the study are grouped in two: frequency and personal fit; transparency and personal fit. Regression analyses were conducted in four models. The details and the results of the models are reported in Table 11 and Table 12.

Table 11. Robustness checks, model explanations

	Independent variable	Moderator variable	Dependent variable
Model 1	CSR types	Frequency, Personal fit	Identification
Model 2	CSR types	Transparency, Personal fit	Identification
Model 3	CSR types	Frequency, Personal fit	Citizenship
Model 4	CSR types	Transparency, Personal fit	Citizenship

Table 12. Regression results for robustness checks

	Identification		Citizenship	
	Model 1	Model 2	Model 3	Model 4
Control variables				
Gender	-.126*	-.093~	-.095	-.093
Position	-.069	-.075	-.086	-.089
Age	.169*	.176*	.038	.047
Tenure	-.056	-.056	.083	.082
Education	-.033	-.063	.015	-.011
Independent variables				
Philanthropic CSR	.222**	.254**	.194**	.216**
Non-Philanthropic CSR	.335**	.324**	.209**	.202**
Personal Fit	.156**	.182**	.067	.098
Frequency	.150**		.225**	
Transparency		.059		.194**
Interaction variables				
Personal Fit * Phi	-.099	-.117~	-.028	-.044
Personal Fit * Non-Phi	.034	.073	.049	.057
Frequency * Phi	.065		.043	
Frequency * Non-Phi	.081		-.034	
Transparency * Phi		.160**		.025
Transparency * Non-Phi		-.024		-.036
R squared	.402	.396	.251	.244
F value	12.404**	12.093**	6.177**	5.957**

Reported effects are standardized (Beta) coefficients.
Significance levels: ~ *p* <.10, * *p* < .05, ** *p* < .01
Phi = Philanthropic CSR, Non-phi=Non-philanthropic CSR, Frequency = Frequency of social media communication, Transparency = Transparency of social media communication.

First, the results of Model 1 and 2 are interpreted to check the findings on employee identification. Hypothesis 1a states that the impact of non-philanthropic CSR perceived by employees on employee identification is higher than the impact of philanthropic CSR. The results confirm the main impact of CSR types on identification and the comparison of CSR types, that is the impact of non-philanthropic CSR is higher than philanthropic CSR (model 1: $b^* = .335$, $t = 5.658$, $p < .01$; $b^* = .222$, $t = 3.700$, $p < .01$, model 2: $b^* = .324$, $t = 5.504$, $p < .01$; $b^* = .254$, $t = 4.347$, $p < .01$ respectively). This is in line with the comparison of CSR types' impacts on identification in the original model shown in Table 6.

Next, the moderation effects are re-examined through Model 1 and 2. Hypothesis 2a, the impact of CSR on identification is strengthened by the frequent CSR communication on social media, is not confirmed in Model 1 since the effect is insignificant on both CSR types. However, the moderation effect is significant on the influence of non-philanthropic CSR on identification in the original model. Results of Model 2 suggests the confirmation of the moderator role of transparency of social media communication on the effect of philanthropic CSR ($b^* = .160$, $t = 2.628$, $p < .01$), while the effect on non-philanthropic CSR is insignificant ($b^* = -.024$, $t = -.383$, $p >.10$). Thus, Hypothesis 3a is partially confirmed, as in the original model. Hypothesis 4a predicts the moderation effect of personal fit on the impact of CSR types on identification. The results of Model 2 indicate the negative significant effect of personal fit on the relationship between philanthropic CSR and identification ($b^* = -.117$, $t = -1.968$, $p < .10$). However, this does not support Hypothesis 4a, since the effect is in the opposite direction. Similarly, Hypothesis 4a is not supported in the original model.

The findings of Model 3 and 4 indicate the main effect of CSR types on employee citizenship. However, they do not fully confirm Hypothesis 1b that the impact of non-philanthropic CSR perceived by employees on employee citizenship behavior is higher than the impact of philanthropic CSR (model 3: $b^* = .209$, $t = 3.163$, $p < .01$; $b^* = .194$, $t = 2.884$, $p < .01$, model 4: $b^* = .202$, $t = 3.072$, $p < .01$; $b^* = .216$, $t = 3.306$, $p < .01$ respectively). The standardized coefficients of the CSR types are almost equal to each other. Thus, the new test does not alter the previous conclusion on Hypothesis 1b.

Next, the moderation effects of frequency and transparency of CSR communication on the CSR – employee citizenship relationship are re-examined in Model 3 and 4. The results indicate that both effects of frequency and transparency are insignificant on philanthropic CSR ($b* = .043$, $t = .629$, $p > .10$; $b* = 0.025$, $t = .372$, $p > .10$, respectively) and non-philanthropic CSR ($b* = -.034$, $t = -.478$, $p > .10$; $b* = -.036$, $t = -.504$, $p > .10$, respectively). Therefore, the results do not alter the earlier conclusions on the tests of Hypothesis 2b and 3b. Finally, Hypothesis 4b is tested again through Model 3 and 4. Contrary to the prediction that the impact of CSR on citizenship is strengthened by personal fit, the findings of Model 3 and 4 do not indicate any positive significant effects of personal fit on the relationship between CSR types and citizenship. This is in line with the results of the original analysis of personal fit.

Comparing the results of the original regression models and the robustness checks, following difference is observed. The effect of frequency on the influence of non-philanthropic CSR on identification is significant at a level of 10 percent in the original analysis, while it is insignificant in the robustness tests. Consequently, among the possible moderation effects of this study, only transparency of CSR communication on social media is found significant on the impact of philanthropic CSR on employee identification. To further examine this moderation effect, the interaction plot is introduced in Figure 2.
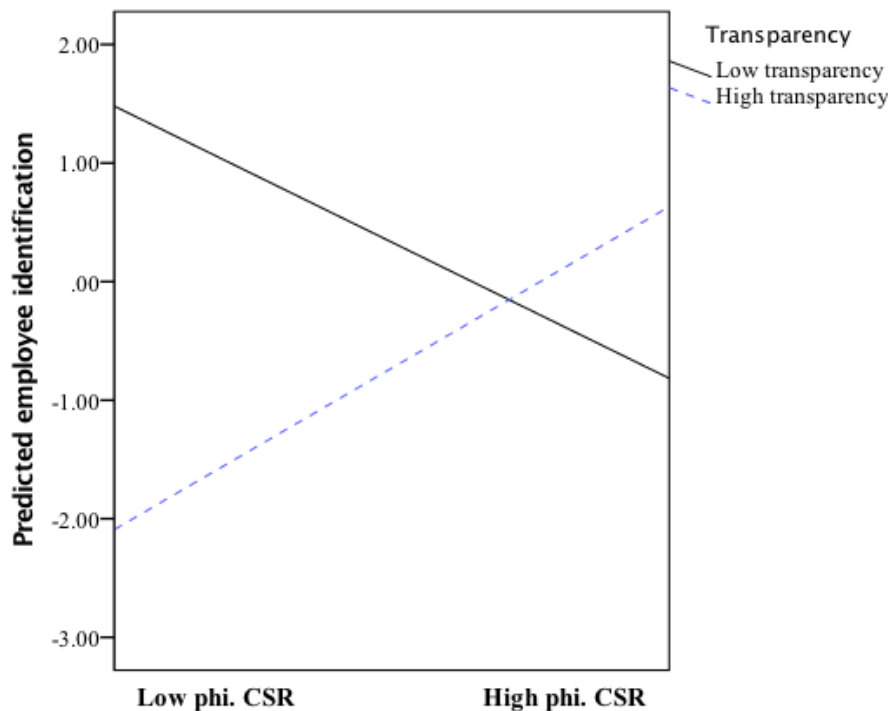
Figure 2. Moderation effect of transparency

In Figure 2, regression lines are estimated at the lowest and highest scores of the moderator variable transparency. To interpret the interaction effect, the slopes of lines on the plot are examined. As employees perceive that their organizations increasingly engage in philanthropic CSR, their identification with the organization also increases, but only when they think the CSR communication on social media is highly transparent. When they think that the CSR communication is lower in transparency, an increase in their perception of philanthropic CSR does not lead to employee identification. Thus, it can be concluded that a meaningful moderation effect of transparency is observed on the impact of philanthropic CSR on identification.

Additional tests are conducted to further analyze the variable personal fit. Personal fit does not have a moderating effect on the CSR – employee reactions relationship, yet the intercept of the variable is significant in the regression model of identification. Therefore, the levels of identification may be different for low and high personal fit groups. The t-test is used to find out whether there is a difference in levels of identification scores between the two groups of personal fit. The respondents who score on the edges of the scale are identified to form the groups because the effects may be stronger on the edges of the scale. 9 respondents who scored 1 and 2 in the personal fit item are grouped and defined as the low personal fit group while 179 respondents who scored 6 and 7 are grouped and defined as the high personal fit group. As the low personal fit group contains fewer than 30 observations, one condition of the t-test is not met. The assumption of homogeneity of variances is checked by Levene's F-test. Levene's test indicates equal variances ($F = .004$, $p = .948$), thus this assumption is met. Significant differences are observed in the level of identification for low personal fit ($M = 4.75$, $SD = 1.01$) and high personal fit ($M = 5.97$, $SD = 1.00$) conditions; t (186) = -3.58, $p = 000$. The high personal fit group has higher identification with the organization compared to the low personal fit group.

Moreover, in the regression analysis which predicts identification, it is observed that the control variables age and gender are significant. Gender is also significant when predicting citizenship. By additional tests, the level of CSR perceptions of different age and gender groups are explored. ANOVA (one-way analysis of variance) is used in the analysis of age groups and t-test is employed to analyze the gender groups. It is observed that the assumption of homogeneity of variances is met in each of the analysis by checking the Levene's test, $F =$

1.297, *p* = .276; *F* = 1.930, *p* = .125; *F* = .281, *p* = .596; *F* = .134, *p* = .715. The results of the tests are presented in Table 13.

Table 13. CSR perceptions by age groups and gender

	Philanthropic CSR		Non-philanthropic CSR		
	Mean	SE	Mean	SE	N
Age groups					
18 - 24	5.833	1.178	5.667	.943	2
25 - 34	6.012	.712	6.477	.591	144
35 - 44	6.099	.769	6.609	.488	98
45 - 54	6.533	.477	6.800	.422	10
F value (between groups)	1.764		3.565*		
Gender					
Male	6.051	.744	6.539	.550	112
Female	6.075	.728	6.530	.566	142
t-value	-0.264		.116		

Note: *N* =254.
Significance levels: ~ p < .10, * p < .05, ** p < .01.

The test results indicate that there is a significant effect of age on the perceptions of non-philanthropic CSR at $p < .05$ level for the four age groups, $F(3, 250) = 3.565$, $p = 0.015$. Moving from the youngest to the oldest group, the groups tend to have higher perceptions of non-philanthropic CSR. However, there is no significant effect of age on philanthropic CSR. Additionally, no significant effect is observed with respect to gender.

4.4.5   Summary of Hypotheses Test Results

The results of the original analyses and the robustness checks are presented in Table 14.

Table 14. Summary of hypotheses test results

Hypotheses		Original Analysis	Robustness Tests
H1a	The impact of non-philanthropic CSR perceived by employees on employee identification is higher than the impact of philanthropic CSR.	Confirmed	Confirmed
H1b	The impact of non-philanthropic CSR perceived by employees on employee citizenship behavior is higher than the impact of philanthropic CSR.	Not confirmed	Not confirmed

H2a	The impact of CSR on employee identification is strengthened by the frequent CSR communication on social media.	Partially confirmed on non-philanthropic CSR	Not confirmed
H2b	The impact of CSR on employee citizenship is strengthened by the frequent CSR communication on social media.	Not confirmed	Not confirmed
H3a	The impact of CSR on employee identification is strengthened the transparent CSR communication on social media.	Partially confirmed on philanthropic CSR	Partially confirmed on philanthropic CSR
H3b	The impact of CSR on employee citizenship is strengthened by the transparent CSR communication on social media.	Not confirmed	Not confirmed
H4a	The impact of CSR on employee identification is strengthened by personal fit with CSR type.	Not confirmed	Not confirmed
H4b	The impact of CSR on employee citizenship is strengthened by personal fit with CSR type.	Not confirmed	Not confirmed
H5a	The impact of non-philanthropic CSR on employee citizenship is positively mediated by employee identification.	Confirmed	-
H5b	The impact of philanthropic CSR on employee citizenship is positively mediated by employee identification.	Confirmed	-

5. Discussion

In this chapter, the findings of this study are interpreted in relation to the theory discussed earlier and they are compared to the previous scholarship. Also, some insights are provided to managers with respect to CSR management and communication. First, the theoretical implications are examined, next the managerial implications are discussed.

5.1 Theoretical Implications

First, the findings regarding the control variables are discussed. The findings suggest that as the employees get older they tend to have a higher identification whereas the odds of identification decrease for female employees. Similarly, female employees tend to have weaker citizenship behaviors towards their organizations. Additionally, the relationships between the significant control variables (i.e. age and gender) and CSR perceptions are analyzed. It is found that as employees get older they tend to have higher perceptions of non-philanthropic CSR. However, no significant effect of gender is observed on CSR perceptions. The other control variables (i.e. level of education, position, and tenure) are found to be insignificant on identification and citizenship similar to the findings of the previous studies (Hall et al., 1970; Stinglhamber et al., 2015).

The findings support the expected CSR – employee reactions relationship, regarding identification and citizenship, in financial market in Turkey. First, it is found that employee perceptions of CSR initiatives influence their identification with the organization in financial industry. This indicates that CSR efforts can change the employee perception of the degree of similarities between themselves and their companies. Likewise, Bauman and Skitka (2012) argues that by expressing the values of organizations, CSR initiatives affect employee's judgments of the similarities between themselves and their organizations, therefore, it can influence identification with the organizations. Moreover, the findings are in line with the findings of Rodrigo and Arenas (2008). Through interviews with employees, they find that employees' perceptions of CSR, in turn, lead to attitudinal reactions towards the company, specifically to employee identification. Also, it is found that employee perceptions of CSR initiatives influence their citizenship behaviors towards the organization in financial market. That is, employees feel the need to return the positive behaviors to their companies when the companies take into account employees' needs and engage in CSR initiatives. This is in line with the previous findings of Story and Neves (2015) as their results indicate that when organizations invest in CSR practices, employees reveal more discretionary behaviors on

behalf of the organization. They justified these findings with the argument that for employees to present discretionary behaviors, they need to believe that the CSR practices of the organization is good for the society and also strategic for the organization. This also sheds some light on how CSR may influence employee behaviors.

The CSR concept used in this study indicates that society has expectations of organizations. These expectations are argued to be four kinds: economic, legal, ethical and philanthropic (Carroll, 1979, 1991). Based on stakeholder theory, organizations should address the expectations and interests of stakeholders as the success of the organizations are dependent on the stakeholders (Pirsch et al., 2007). In this study, it is argued that businesses may need to engage in different types of CSR initiatives to enhance different stakeholder groups since the needs and expectations of different groups may vary (Wang & Berens, 2015). Also, the limited resources of the businesses may constraint them to satisfy the needs of all stakeholder groups. As this study focuses on employee responds towards CSR efforts, the needs and expectations of employees in financial market are explored, which motivate a new classification of CSR types: philanthropic CSR and non-philanthropic CSR. Philanthropic CSR is desired by employees but not expected while non-philanthropic CSR is expected by employees. The findings support the validity of this new CSR classification, as different impacts of the two CSR types are observed on employees. The classification of this study could also be considered as important among the other CSR classifications in literature. Therefore, it could be stated that this study contributes CSR literature by extending the distinction of different CSR types.

Also, the findings indicate several aspects of CSR types which lead to the conclusion that the hierarchy of CSR is actually more complicated than what is proposed in Carroll's pyramid framework (1991). For instance, non-philanthropic CSR impacts employee identification more than philanthropic CSR, but their effects are almost equal on employee citizenship. By showing the influence of the extent to which employees perceive CSR types on their bonds with the company and citizenship behaviors towards the company, this study makes a contribution to CSR literature and employee attitudes and behaviors.

First observation is that the bond the employees have with their organizations are influenced more when non-philanthropic CSR initiatives are performed. In other words, the impact of non-philanthropic CSR is higher than the impact of philanthropic CSR on the employee identification. Non-philanthropic CSR is more fundamental and related to the

profit-generating core activities of the organizations compared to philanthropic CSR (Carroll, 1991). Specifically, financial institutions are expected to comply with legal and ethical responsibilities as they are central to the financial system and critical to the functioning of the economy as a whole. However, philanthropic CSR is more discretionary, thus, employees may evaluate philanthropic CSR initiatives as an extra expenditure that constitutes a financial disadvantage for them. Therefore, given the context and employees' financial concerns about their organizations, it is found that employees find more similarities between themselves and their companies through non-philanthropic CSR and it can influence their level of identification with the company more.

The higher impact of non-philanthropic CSR on employee identification may also help to distinguish expectations of employees from the external stakeholders. This is in line with the finding in Wang and Berens (2015, p.353) that 'Due to the diversified expectations of public and financial stakeholders, their reactions to the same corporate social performance aspect may vary'. It is often assumed that altruistically motivated, philanthropic efforts are the best way for organizations to contribute to society (Halme & Laurila, 2009). Contrary to employees, external stakeholders may be influenced more by philanthropic CSR because this type of CSR is closely related to their own interests and well-being. For instance, public stakeholders (i.e. the governments and communities) are interested in broader concerns than the core activities of an organization as they expect the organization to conform to social norms (Wang & Berens, 2015), such as government regulatory agencies' concerns and expectations for social issues regarding environmental pollution (Clarkson, 1995). Some scholars confirm the significant effect of philanthropic CSR on external stakeholders. McDonald and Lai (2011) examine the customer responses to CSR in Taiwanese banking industry and their findings indicate that consumers' attitudes and behaviors are highest for customer-centric CSR initiatives and philanthropic initiatives. Salmones et al. (2009) examine Spanish retail banking customers by investigating the effects of two CSR types (ethical, philanthropic) on loyalty. They find that philanthropic responsibilities impact loyalty via customer-bank identification.

Second observation indicates that unlike the higher impact of non-philanthropic CSR on identification, the impacts of philanthropic and non-philanthropic CSR are almost equal on citizenship behavior of employees. According to social exchange theory, employees are likely to return positive behaviors to their companies when they are treated favorably (Blau,

1964). Equal effects may be explained by the willingness of employees to reciprocate with behaviors beneficial to their organizations without focusing on their own benefits. Employees response on the same level when the organizations engage in CSR in a fundamental way with non-philanthropic CSR, as well as do good to society with philanthropic CSR. Still, the link between identification and citizenship needs to be further discussed to grasp the total influence of CSR on organizations.

In CSR literature, it is often assumed that CSR help enhancing employee attitudes and behaviors instantaneously (Bauman & Skitka, 2012; E. M. Lee et al., 2013). Although a number of studies have addressed the link between employee attitudes and behaviors, few studies examine the relationship between identification and citizenship. The findings of this study provide a new angle by indicating a gap between employee identification and citizenship in financial market. It is important to address this gap to understand the influence of CSR on organizations in a holistic way. While in literature the social exchange theory and the normative theory is often emphasized to explain the link between CSR and development of citizenship behaviors (Hansen et al., 2011; Story & Neves, 2015), in this study identification is found to mediate the relationship between employees' CSR perceptions and citizenship behaviors in financial market. These findings indicate that social identity theory may provide new insights into citizenship behaviors. That is, to the extent that CSR perceptions help employees to have a positive self-image through identification, it leads to citizenship behaviors. Thus, organizations may try to enhance employee identification with CSR activities in order to meet the gap and benefit the citizenship behaviors. The findings regarding CSR types may further contribute to the discussion. The impacts of CSR types on citizenship are found to be similar, while non-philanthropic CSR is observed to be more effective on identification than philanthropic CSR. As the influence of CSR on citizenship is found to be performing through identification, this outcome seems to argue for support of non-philanthropic CSR as a more influential CSR type on citizenship.

Next, this study makes a contribution to CSR literature and employee attitudes and behaviors by providing antecedents to employee identification and citizenship. Prior research of CSR literature have examined CSR communication on social media (K. Lee et al., 2013). This study adds CSR communication on social media as a moderator to the conceptual model of employee identification and citizenship. In this way, the study examines the boundaries of CSR perceptions' influence on employee identification and citizenship. Two dimensions of

CSR communication on social media are examined: frequency and transparency. The findings are noteworthy since they impact the CSR – employee reactions differently. Frequency and transparency have different impacts on the influence of CSR types on identification whereas no moderation effects of CSR communication are found on the influence of CSR types on citizenship.

Transparency of CSR communication on social media is found to be a moderator in the framework of this study. Kim and Ferguson (2014) also find that companies are expected to engage in transparent CSR communication. However, they explore the expectations of consumers as stakeholders without a focus on social media and treat CSR as a single construct. The findings of this study show that transparency has a positive significant effect on the impact of philanthropic CSR on employee identification. That is, the more transparent the CSR communication is perceived, the stronger the effect of philanthropic CSR is on identification. On the other hand, when employees think that the CSR communication is lower in transparency, an increase in their perception of philanthropic CSR does not lead to employee identification. Contrary to the expectations, no moderation effect is found on non-philanthropic CSR. These diverse findings might be related to different needs of employees with regard to CSR information. Employees are already close to the information about non-philanthropic CSR since this type of CSR is related to the core activities of the company. It may be included in the job descriptions of employees and take place in the work environment of employees. On the other hand, philanthropic CSR is about the relationship of the company with the society, which means that it is independent of the employees' job roles, except the ones who work on CSR projects in the company. This may lead to the majority of employees being less informed about philanthropic CSR and thus, they want to get informed about the philanthropic CSR initiatives.

Moreover, philanthropic CSR is more discretionary compared to the non-philanthropic CSR. Philanthropic CSR takes the form of sponsorships which may be considered to provide free advertising and reputation enhancement to the company rather than providing genuine stakeholder benefit (Collier & Esteban, 2007). Employees may perceive that philanthropic CSR initiatives constitute extra expenditure of company resources. Therefore, employees want to be free from the CSR skepticism by having transparent information on social media. That is, they need to learn both good and bad progress of the initiatives and understand that they are more than corporate efforts of advertising. Employees want to receive easy to

understand information in a timely fashion on social media. They think that their companies should engage in dialogical communication on social media since the findings indicate that the companies need to respond to requests and critics about philanthropic CSR on social media.

The frequency of CSR communication on social media is theorized to strengthen the influence of CSR types on identification. Significant evidence is found to confirm the moderation impact of non-philanthropic CSR on identification, which implies that the more frequent the CSR communication is, the stronger the effect of non-philanthropic CSR is on identification. However, the robustness checks do not support this result since a non-significant effect of frequency was found on the impact of non-philanthropic CSR on identification. Besides, the effect is also insignificant on the impact of philanthropic CSR. A possible explanation for this discrepancy is that the employees whose data are analyzed in the study are the ones who are already aware of the CSR initiatives of the organization. That is, the frequent CSR communication could alter the influence of CSR on identification for the employees who are not aware of the CSR initiatives. However, more thorough further research towards this aspect is needed. A second explanation could be about the paradoxical nature of CSR communication and social media. Morsing et al. (2008) explain this as the difficulty in how to acknowledge the stakeholders that the company is engaging in social responsibility since they may be skeptical towards conspicuous CSR communication. Despite the opportunity to inform employees more about the CSR initiatives by frequent CSR communication on social media, employees may still test the validity of CSR initiatives, which in turn lower the credibility of CSR. Frequent posting of organizations may create a social media environment where organizations try to dominate and control the communication (K. Lee et al., 2013). However, the uniqueness of social media lies in the dialogic and uncontrollable nature of it. Since employees, as internal stakeholders, are already skeptical towards the CSR activities, frequent firm-driven messages may trigger the employee skepticism, thus, not strengthen the impact of CSR initiatives on employee outcomes.

Furthermore, as it is argued before, frequent communication on social media is expected to influence employee responses by helping the organizations to align their CSR initiatives and stakeholders' expectations. However, in line with the findings of this study, Colleoni (2013) finds that communicating CSR often on social media is not enough to align CSR and

stakeholders' social expectations and argues that this lack of alignment is related to the traditional advertising way of corporate communication practices on social media. Therefore, the content of the messages may be more important than the number of the messages. In sum, the findings regarding the frequent CSR communication on social media implies that the challenges of traditional CSR communication (i.e. maximizing stakeholder awareness without increasing skepticism) also exist on the new media channel, social media.

As mentioned before, both philanthropic and non-philanthropic CSR are found to affect employee citizenship and their effects are almost equal to each other. However, no moderation effects of CSR communication on social media are found on the influence of CSR types on citizenship while interesting results are observed on identification. The differences between identification and citizenship may shed a light on the diverse findings. Identification is related to the emotions of an individual whereas citizenship is more than emotions, a behavior in a certain manner. The process of generating employee citizenship behavior is related to the motivation of employees. In order for employees to respond to CSR initiatives externally, they have to be motivated to do so (Collier & Esteban, 2007). Locke and Latham (2004) explore work motivation and define it as the energizing force that creates action. Goal setting is the main motivational element in work performance (Locke & Latham, 2004). In other words, goal setting alters the employee outcomes. From the perspective of motivation theory and social exchange theory, what affects the citizenship behavior of employees may be the motivation and goal of reciprocating the CSR initiatives with positive actions towards the company. However, CSR communication on social media does not influence the effect of CSR on employee citizenship. Although CSR communication may play a role in moderating employee identification, it may not be enough to push the motivation more to create a higher level of citizenship behavior. That is, CSR communication does not provide a bigger goal to employees to reciprocate the CSR initiatives externally.

The moderation effect of personal fit is expected to contribute to the explanatory mechanism for the relationship between CSR and employee responses. Employees' personal beliefs about the desirability of adopting CSR are expected to influence their perceptions of CSR and moderate the identification and citizenship. However, interestingly, personal fit is not found to be an altering effect on CSR – employee reactions relationship. The employees who support CSR and think that their company should engage in CSR may be more aware of their organizations' CSR initiatives, but this does not affect their bonds with the

organizations and their citizenship behaviors. This is somewhat inconsistent with the previous research. It is often argued that employees' personal fit with CSR influences the impact of CSR, however surprisingly few studies empirically explore this effect (Rodrigo & Arenas, 2008; McShane & Cunningham, 2012). Also, from the society's perspective, the finding of Kim and Ferguson (2014) indicates that public expects CSR initiatives to be personally relevant. Because of the supporting arguments from the literature and the direct effect of personal fit on identification, additional analysis is conducted to further explore the relationship between personal fit and employee responses. Despite the insignificant moderation effect of personal fit, additional findings indicate that employees with different levels of personal fit tend to have different levels of bond with their organizations (i.e. identification). Employees who have high personal fit with CSR already have high identification with the company compared to employees with the low personal fit. However, no meaningful relationship is found between the employees with low and high personal fit and their citizenship behavior.

Although the arguments of this study are quite general, they are methodologically tested in Turkey, while previous literature mostly examined CSR in Western contexts. Thus, the findings provide additional insights into the CSR in developing countries context. In Turkey, strong philanthropic history has an influence on the traditional values. According to the findings of this study, corporate philanthropy is not only consistent with the social and traditional values of Turkey, but also it can influence the employee identification and citizenship and hence, expected to create benefit for organizations. However, the findings further demonstrate that non-philanthropic CSR is more influential on employee identification and as identification is found to lead to citizenship behaviors, it can be argued that the total impact of non-philanthropic CSR is higher on employees compared to philanthropic CSR in Turkey. This may be related to the conditions in emerging economies and developing countries. Unlike developed countries with strong institutional environments, where CSR is considered as activities beyond legal requirements, in developing countries abiding rules and regulations are considered as acting socially responsible (Dobers & Halme, 2009). In such environments, stakeholders tend to have higher expectations from organizations to fill the gaps of regulatory institutions by acting legally and ethically (Baughn, Bodie, & McIntosh, 2007). This may also explain the findings indicating the higher impacts of non-philanthropic CSR on employee responds in Turkey. On the other hand, with the globalization of markets, norms and expectations in domestic organizations may evolve

towards the common values in the world (Baughn et al., 2007). Therefore, as mentioned before, some exogenous factors that drive CSR in Turkey (practices of multinational companies and international NGOs, laws and regulations imposed upon Turkey by international agreements, rational choices to join the European Union) may have transformed employee expectations in Turkey towards the expectations in developed countries. As a result, the employee responses to CSR activities in Turkey may be interpreted in a broader context than Turkey's context. That is, the aspect of globalization may argue for the generalization of this study's findings to developed countries.

5.2   Managerial Implications

The findings of this study also have some implications for the management teams of CSR in financial market. Many organizations that perform CSR activities fail to relate them to the employee attitudes and behaviors (Santhosh & Baral, 2015). As this study shows the CSR – employee reactions relationship, managers may benefit from the findings in order to succeed in a highly competitive market, given the critical role of employees in overall performances of organizations.

First, the findings suggest to managers and executives to engage in CSR initiatives since employee perceptions of these CSR efforts can lead to employee outcomes in financial market. Investing resources in CSR activities may be a good strategy to enhance employee identification with the organization. Furthermore, employees may reveal citizenship behaviors when they perceive that their organizations engage in CSR initiatives. Managers should also be aware that there is an indirect relationship between CSR and citizenship behaviors. For the organizations to bear fruit in terms of positive employee citizenship behaviors, first employees need to feel the belonging to their organizations.

However, managers may face some challenges when they want to benefit CSR, due to different interests of stakeholder groups. Although the perceptions of both philanthropic CSR and non-philanthropic CSR increase employee identification, the findings further indicate that employee perceptions of non-philanthropic CSR lead to a higher level of identification due to employee expectations in financial market. That is, employees support the corporate strategy of profit generating activities more. However, in literature, it is often argued that external stakeholders expect organizations to engage in philanthropic responsibilities. Considering the contradicting interests between internal stakeholders and external stakeholders, it is difficult for managers to choose to invest in a certain CSR type. The

findings of this study suggest that managers may engage in non-philanthropic CSR initiatives when they target employees as key stakeholders or when they suffer a constraint on resources.

Another challenge lies in how to communicate the CSR initiatives in a way to increase the employee awareness and avoid possible employee skepticism towards CSR. Managers in financial institutions may reevaluate the effectiveness of their CSR communication on social media. They should be aware of the various effects of frequent and transparent CSR communication on social media. It seems necessary that when managers engage in philanthropic CSR initiatives, they especially concentrate on the transparent communication on social media because they may not face an increased employee identification unless CSR is communicated transparently on social media. Furthermore, despite the benefit of frequent communication on social media to keep the relationships with stakeholders alive (Fieseler & Fleck, 2013), frequent CSR communication do not influence the impact of CSR on employee outcomes. Therefore, the findings of this study suggest the managers not to spend the budget on too frequent CSR communication on social media if their aim is to strengthen employee identification and citizenship through CSR.

6. Conclusion

This study aims at investigating whether the employee perceptions of CSR types lead to employee attitudes and behaviors in financial market in Turkey. Among attitudes, employee identification is analyzed and among behaviors, employee citizenship behavior is explored. Also, the possible altering effects of CSR communication on social media and the personal fit with CSR type are assessed on the relationship between CSR types and employee reactions. Moreover, the possible mediation effect of identification is analyzed on the CSR – employee reactions relationship. Five control variables are included in the analysis: gender, age, level of education, position, and tenure.

The findings suggest that employee perceptions of CSR initiatives lead to employee identification and citizenship in financial market in Turkey. Moreover, based on Carroll's (1979, 1991) classification, employee-specific, and industry-specific factors, CSR types are grouped into two: philanthropic CSR and non-philanthropic CSR. It is found that the impact of non-philanthropic CSR is higher than the impact of philanthropic CSR on employee identification while the two types have a similar level of impacts on citizenship. Furthermore, the findings of the study yield valuable insights for CSR communication on social media. The findings show that contrary to the commonly accepted way of communication on social media, frequent communication of CSR initiatives on social media does not lead to employee responses in financial market. However, for a higher employee identification, transparency of philanthropic CSR communication is needed. It should also be noted that a mediation impact of identification is found on the relationship between CSR types and citizenship behavior, which suggests a favorable path to enhance employee citizenship behaviors with CSR efforts through employee identification.

6.1 Limitations and Directions for Future Research

Despite the robust findings and contributions, the present study has some limitations that need to be acknowledged. First, careful attention is needed about the generalizability of the results since the study is methodologically tested in financial market in Turkey. Future research could examine the relationship between CSR types and employee responses across various industries and explore whether the patterns determined in this study are still valid. This may be interesting to analyze since employee outputs may vary across industries. For instance, nurses or firefighters may find their work meaningful as they are physically close to the people who benefit from their work (Grant, 2007) and thus, they may easily grow positive

attitudes and behaviors towards their organizations. Similarly, future research could explore the conceptual links of this study in a different country context. It would be interesting to examine the differences in empirical contexts and try to understand whether the findings of this study reflect the country context of Turkey or features of employees' expectations towards CSR in general.

Furthermore, the insignificant impact of personal fit on the relationship between CSR initiatives and employee responses might be due to a possible limitation of the study. This result might be attributed to the measurement of personal fit in this study. Personal fit is measured with one item in the survey. It is hard to conclude a finding with the results of one item as less than three items per construct is not recommended (Raubenheimer, 2004). Although this item includes a broad CSR definition and asks the respondents if they agree that a bank should engage in CSR, it might measure different concepts for different respondents. For instance, rather than assessing the personal match with CSR, it may assess the ideal situation which may not reflect the personal view of some respondents. To overcome this limitation, future research may consider employing more items to measure personal fit.

Despite the findings that propose mechanisms for enhancing employee responses with CSR activities, future research could also examine other mechanisms through which CSR leads to employee attitudes and behaviors in financial market. The model depicted in this study provides insights on how employees are influenced by the CSR communication on social media. The model tests two dimensions which are frequency and transparency of communication as potential moderators on the CSR – employee reactions relationship. This focus causes a limited depiction of the role of CSR communication on social media. Hence, future research could incorporate more dimensions of social media communication in a similar framework, such as message content and message tone. Such dimensions may also have impacts on the influence of CSR on employee identification and citizenship, which may help to understand more antecedents of employee responses in financial market.

In this study, the frequency of CSR communication is only tested with regards to firm created messages. Since user-generated content creates credible messages on social media (Christodoulides et al., 2012), it may reduce the skepticism of employees produced by frequent communication of CSR. Thus, user-driven CSR communication on social media may have a different effect on the CSR – employee reactions relationship. Further research is

encouraged to shed a light on this issue by examining firm-driven CSR communication and user-driven CSR communication on social media together.

Last but not least, a quantitative survey method is used to gather data and answer the research questions of this study. This method enables gathering data from a large number of participants, which provides gaining a holistic understanding of the employee outputs. On the other hand, this method results in lacking depth in some areas. Hence, future research could reach a more profound conclusion by using a qualitative analysis, such as conducting interviews with employees and probing their answers to reach deeper explanations for employee reactions to CSR. For instance, it would be useful for financial companies to know more about why the employees do not respond to frequent CSR communication on social media with positive behaviors.

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Appendix A

Corporate Social Responsibility Survey

This survey is part of a master thesis project that aims to analyze different aspects of Corporate Social Responsibility (CSR).

'Corporate Social Responsibility (CSR) is the responsibility of enterprises for their impacts on society.

by European Commission, 2011'

It will take approximately 5 minutes to complete the survey. Please answer the questions referring the bank where you are currently working. Please be informed that all collected data will be anonymized and treated confidentially.

Thank you for your time and participation!

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1) Are you aware of the social responsibility initiatives of the bank?

❍ All of them
❍ Most of them
❍ Some of them
❍ None of them

2) Please indicate how much you agree or disagree with each of the following statements.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
The bank actively supports educational activities.	○	○	○	○	○	○	○
The bank actively supports cultural activities.	○	○	○	○	○	○	○
The bank is concerned to respect and protect the natural environment.	○	○	○	○	○	○	○
The bank respects the norms defined in the law when carrying out its activities.	○	○	○	○	○	○	○
The bank is concerned to fulfill its obligations to its stakeholders and all parties with whom it deals.	○	○	○	○	○	○	○
The bank behaves ethically/honestly with its customers.	○	○	○	○	○	○	○
When I talk about this bank, I usually say 'we' rather than 'they'.	○	○	○	○	○	○	○
I am very interested in what others think about this bank.	○	○	○	○	○	○	○
The bank's successes are my successes.	○	○	○	○	○	○	○
When someone praises this bank, it feels like a personal compliment.	○	○	○	○	○	○	○

3) How often do you do each of the following in your current job?

	Every time	Usually	Often	Sometimes	Occasionally	Rarely	Never
I actively defend the bank when outsiders criticize it.	○	○	○	○	○	○	○
I voluntarily initiate to fix problems whenever I find them in the operation.	○	○	○	○	○	○	○
I actively make suggestions that can improve the bank's performance.	○	○	○	○	○	○	○

4) Please indicate how much you agree or disagree with the following statement.

I believe that a bank should play a role in society that goes beyond the mere generation of profits.

○ Strongly agree

○ Agree

○ Somewhat agree

○ Neither agree nor disagree

○ Somewhat disagree

○ Disagree

○ Strongly disagree

5) Please indicate how much you agree or disagree with each of the following statements.

	Strongly agree	Agree	Somewhat agree	Neither agree nor	Somewhat disagree	Disagree	Strongly disagree
I would like to receive feedback about CSR initiatives from the bank appearing often on its social media accounts.	○	○	○	○	○	○	○
I would like to see information about the launch of new CSR initiatives of the bank as frequently as possible on its social media accounts.	○	○	○	○	○	○	○
I would like to see posts about the schedule of CSR initiatives of the bank as often as possible on its social media accounts.	○	○	○	○	○	○	○
I would like to receive information about the progress of CSR initiatives of the bank rarely on its social media accounts.	○	○	○	○	○	○	○
I would like to see information that is easy to understand about CSR initiatives of the bank on its social media accounts.	○	○	○	○	○	○	○
I would like to receive information in a timely fashion about CSR initiatives of the bank on its social media accounts.	○	○	○	○	○	○	○
The bank should respond to the requests and critics about its CSR initiatives on its social media accounts.	○	○	○	○	○	○	○
The bank should only disclose information about its CSR initiatives when it is required on its social media accounts.	○	○	○	○	○	○	○

6) What is your gender?

- ○ Male
- ○ Female

7) How old are you?

- ○ 18 - 24
- ○ 25 - 34
- ○ 35 - 44
- ○ 45 - 54
- ○ 55 and above

8) What is the highest level of education that you completed?

- ○ High school graduate
- ○ Bachelor's degree
- ○ Master's degree
- ○ PhD
- ○ Other

9) What is your position in the bank?

- ○ Junior Auditor/Auditor
- ○ Lawyer/Architect/Engineer
- ○ Manager
- ○ Officer
- ○ Junior Specialist/Specialist
- ○ Other

10) How long have you been working in the bank?

- ○ Less than a year
- ○ 1-2 years
- ○ 3-5 years
- ○ 6-10 years
- ○ more than 10 years

Thank you for your time and participation!

Appendix B

After omitting the two items that loaded on a different factor, the new factor loadings are shown in the table below.

Table 15. Rotated component matrix, factor loadings on the items

	Components				
Items	1	2	3	4	5
Phi 2	.884				
Phi 1	.864				
Phi 3	.461				
Non-phi 1		.834			
Non-phi 2		.820			
Non-phi 3		.811			
Frequency 3			.918		
Frequency 2			.902		
Transparency 2			.874		
Transparency 1			.870		
Frequency 1			.836		
Transparency 3			.473		
Identification 4				.871	
Identification 3				.868	
Identification 2				.776	
Citizenship 1				.742	
Identification 1				.698	
Citizenship 3					.835
Citizenship 2					.822

Note: Phi = Philanthropic CSR, Non-phi = Non-philanthropic CSR, Frequency = Frequency of social media communication, Transparency = Transparency of social media communication.

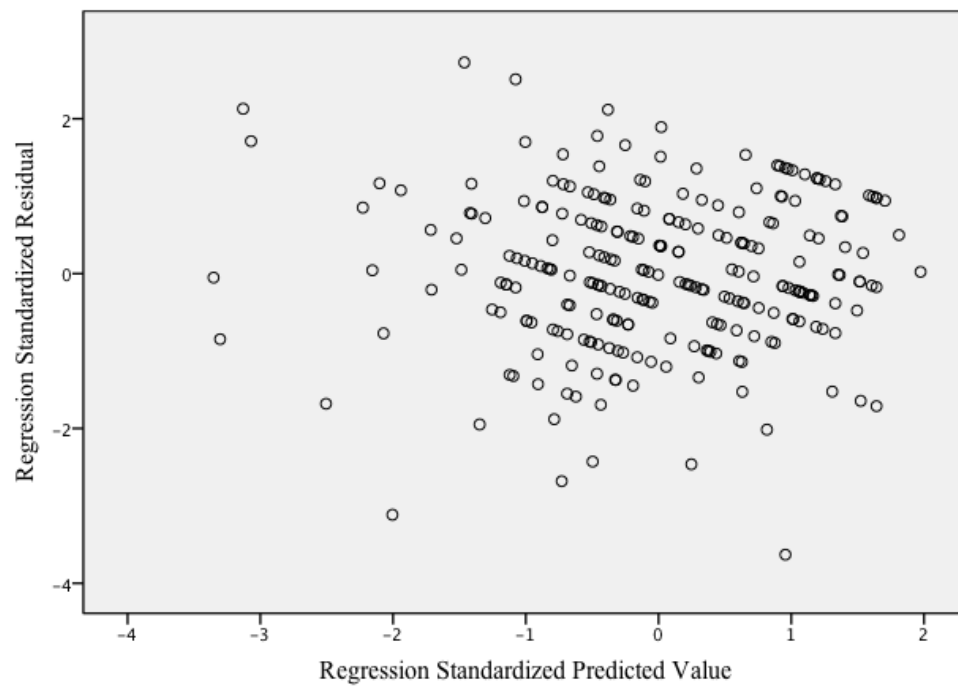Plots used for checking the assumptions of multiple regression analyses:

Figure 3. Scatterplot of residuals, no outliers, homoscedasticity (Identification)
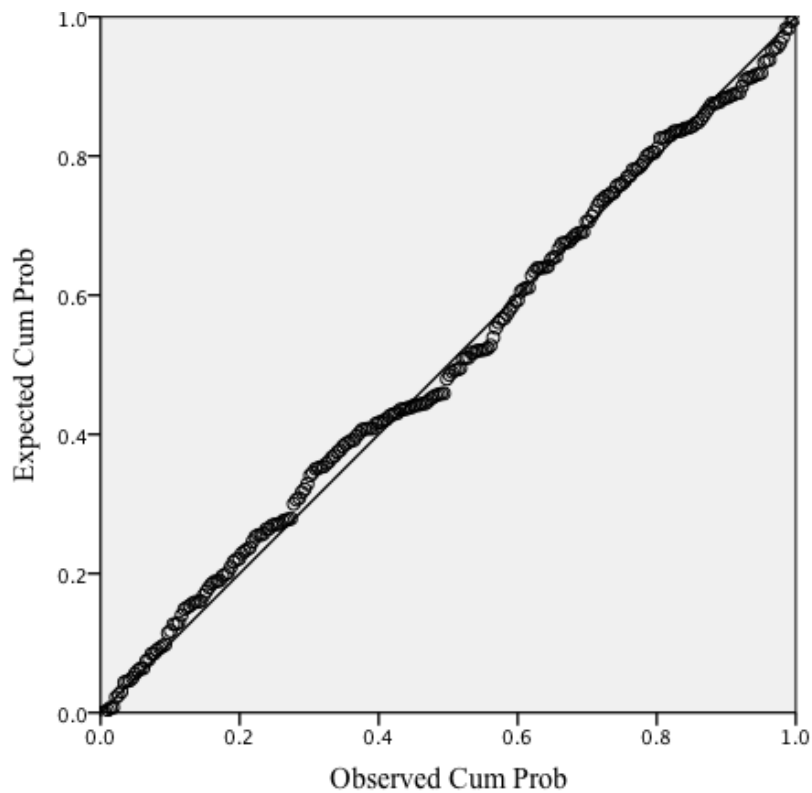

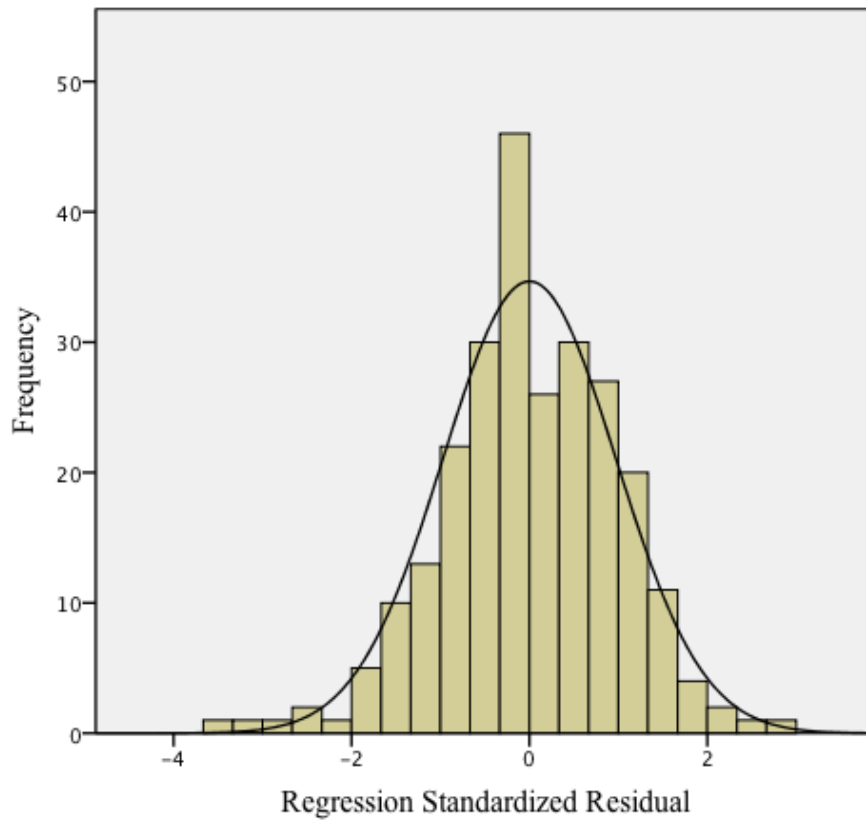**Figure 4.** P-P Plot, normal distribution of error terms (Identification)

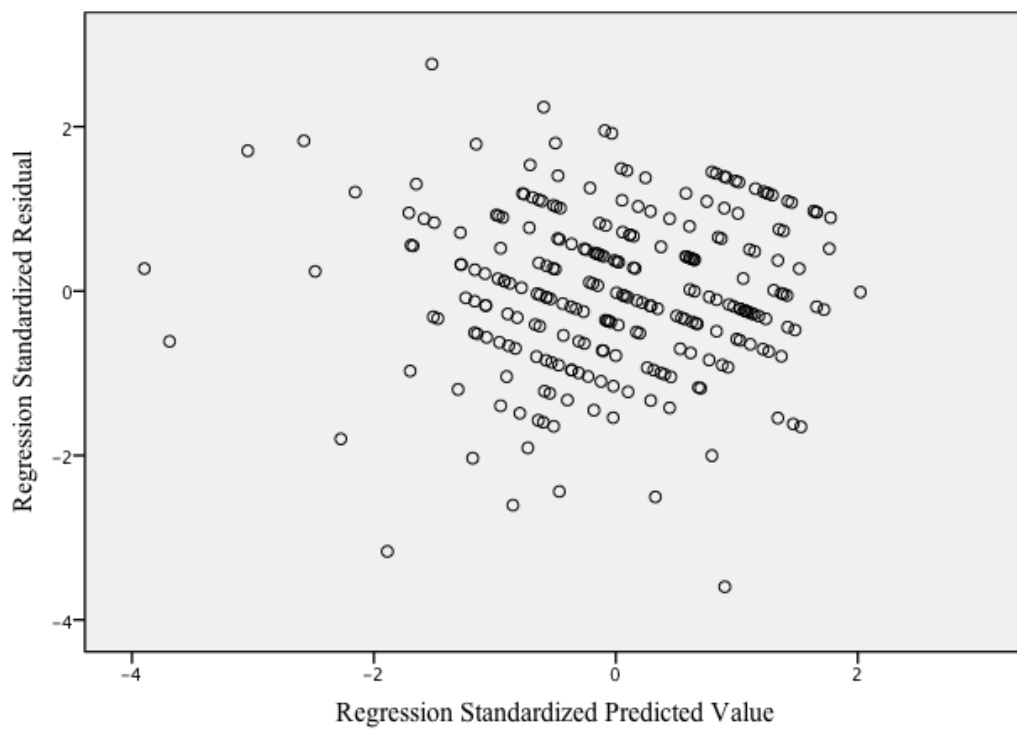**Figure 5.** Histogram, normal distribution of error terms (Identification)

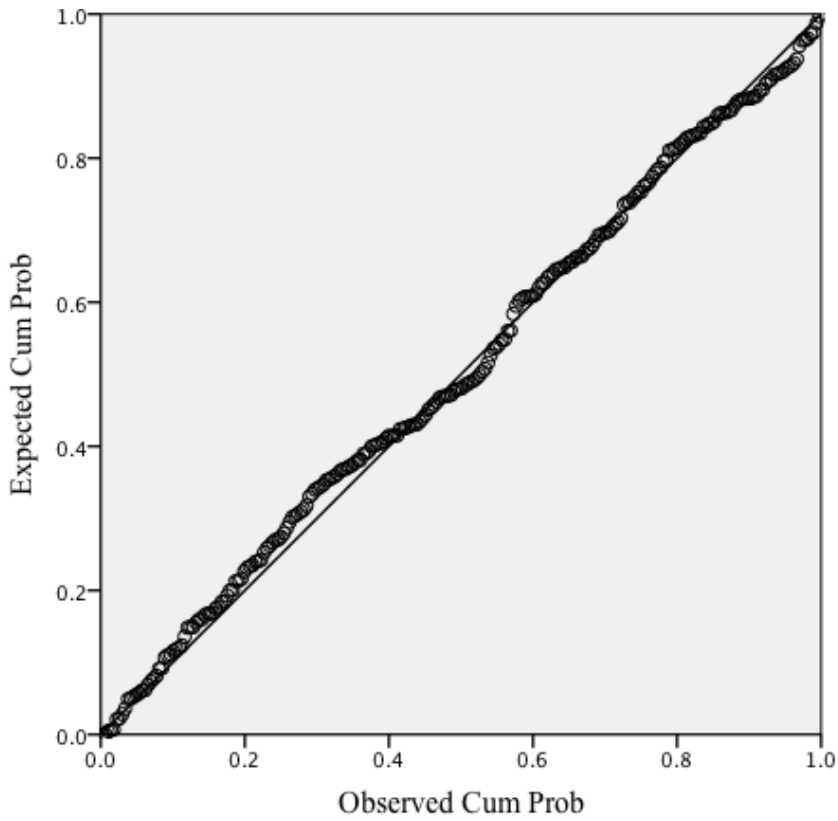**Figure 6.** Scatterplot of residuals, no outliers, homoscedasticity (Citizenship)

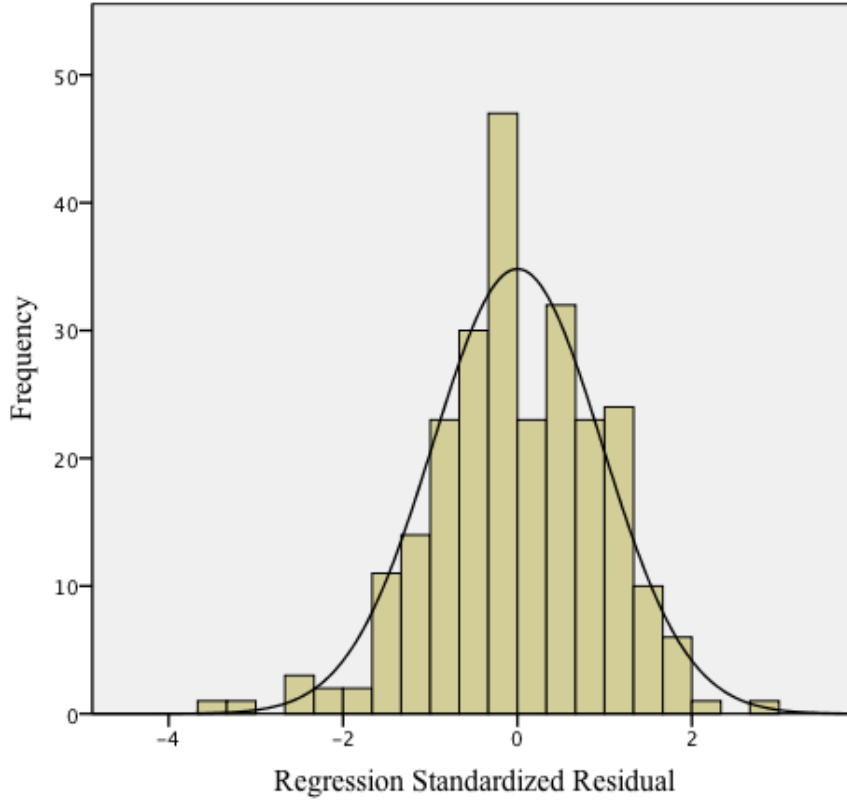**Figure 7.** P-P Plot, normal distribution of error terms (Citizenship)

Figure 8. Histogram, normal distribution of error terms (Citizenship)