

THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON AFFECTIVE COMMITMENT TO THE EMPLOYER BRAND: ROLE OF ETHICAL CLIMATE AND ORGANIZATIONAL BASED SELF-ESTEEM

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ABSTRACT

This study aims to investigate the effect of corporate social responsibility on affective commitment to the employer brand and the mediating roles of organizational based self-esteem and ethical climate. Within the literature, studies suggest that some organizational factors lead to employees' affective commitment to the brand levels increasing. Therefore, corporate social responsibility, organization based self-esteem and ethical climate are considered as predictors' of employees affective commitment to the employer brand in scope of the study. For the purpose of the research, the data which are collected from 135 employees in automotive industry by the survey method are analyzed by using hierarchical regression analysis. According to the results of study, it is found out that all dimensions of corporate social responsibility which are labeled as ethical, legal, discretionary and economic have positive and significant effect on employees affective commitment to the employer brand. However, organizational based self-esteem and ethical climate have positive and significant effect on employees' affective commitment to the employer brand. In addition, organizational based self-esteem and ethical climate have mediating role between corporate social responsibility dimensions and affective commitment to the employer brand.

Keywords: Corporate Social Responsibility, Affective Commitment to the Employer Brand, Organizational Based Self-Esteem

JEL Codes: M20, J20, D23

KURUMSAL SOSYAL SORUMLULUĞUN İŞVEREN MARKASINA OLAN DUYGUSAL BAĞLILIK ÜZERİNDEKİ ETKİSİ: ÖRGÜT TEMELLİ ÖZ SAYGININ VE ETİK İKLİMİN ROLÜ

ÖZET

Bu çalışmada, kurumsal sosyal sorumluluğun işveren markasına olan duygusal bağlılık üzerindeki etkisi ve bu etki üzerinde örgüt temelli öz saygı ile etik iklimin aracılık rollerinin incelenmesi amaçlanmıştır. Literatürdeki araştırmalar bazı örgütsel faktörlerin işgörenlerin işveren markasına olan duygusal bağlılık düzeylerini arttırdığını ileri sürmektedir. Bu doğrultuda, çalışma kapsamında kurumsal sosyal sorumluluk, örgüt temelli öz saygı ve etik iklim işveren markasına olan duygusal bağlılığın belirleyicileri olarak ele alınmıştır. Araştırma amacı doğrultusunda otomotiv sektöründe çalışan 135 işgörenden anket vasıtası ile elde edilen veriler hiyerarşik regresyon analizi ile değerlendirilmiştir. Araştırma sonuçlarına göre, kurumsal sosyal sorumluluğun etik, gönüllü, ekonomik ve yasal sorumluluk boyutlarının işgörenlerin işveren markasına olan duygusal bağlılık düzeylerini anlamlı ve pozitif yönde etkilediği bulgusuna ulaşılmıştır. Bununla birlikte, örgüt temelli öz saygının ve etik iklim algısının da işveren markasına duygusal bağlılığı anlamlı ve pozitif yönde etkilediği görülmüştür. Ayrıca kurumsal sosyal sorumluluk boyutları ile işveren markasına duygusal bağlılık arasındaki ilişkide örgüt temelli öz saygı ve etik iklimin aracılık rollerinin olduğu belirlenmiştir.

Anahtar Kelimeler: Kurumsal sosyal sorumluluk, kurumsal benlik saygısı

JEL Kodları: M20, J20, D23

1. INTRODUCTION

Due to the increasing globalization and competition in business world, effectiveness of human resource recruitment and retention has become crucial for organizations. Besides, greater institutional and market pressures, expanded social and environmental issues required organizations to respond these dynamic conditions efficiently. In other words, organizations need to perform instrumental strategies which lead to impact their image and reputation, and relationships with their stakeholders (Cohen et al., 2016: 22). As today's working conditions, there are several strategies can be build and protect these relationships among stakeholders. Because maintain strong and sustainable relationships with stakeholders examined important for organization to remain competitive. Corporate social responsibility considered as one of the main strategy which facilitate organizations to provide benefits through increasing competitiveness for gain reputation. Corporate social responsibility serves a purpose of impression and reputation management strategy of the organizations (Akdogan et al., 2016: 260). However, corporate social responsibility ensures competitive advantage to the organizations by designing a positive image in the eyes of society which ultimately help to retain and attract both employees and customers. Although corporate social responsibility arisen as a significant trend that recognized for every organization in various industries due to it includes different issues. Whereas corporate social responsibility contain several issues such as ethic, corporate citizenship, legitimacy and economic, there is no single and globally accepted definition of this concept (Asrar-ul-Haq et al., 2017: 2352). Simply, corporate social responsibility refers to the continuing commitment by organization to behave ethically and contribute to economic development while improving the quality of life of the employees as well as the society (Grosbois, 2012: 897).

Today's market conditions, emergence of sustainable development and competitive advantage the umbrella term of corporate social responsibility has gained importance. According to this umbrella term corporate social responsibility represent organizations seek both profit orientation, cost reduction and carry out some responsibilities related with environment and society at large (Skouloudis, 2017: 3). By implementing of these responsibilities organizations get some benefits such as meeting customer demands, improved employee and environmental performance, legal conformity and employee motivation. In other words, corporate social responsibilities lead some positive organizational outcomes like financial success, product and service quality, efficient business process, fair and ethic procedures (Cegarra-Navarro and Aurora Marti'nez-Marti'nez, 2009: 499). Therefore, it is possible to express that corporate social responsibility has a key role which facilitate employees' choice of organization to work, investors choice of to invest and customers choice of to buy products or services (Maden et al., 2012: 655-656). Due to the awareness of corporate social responsibility importance for organizations, it is needed to explore antecedents and consequences. In the literature, it is seen that studies related with corporate social responsibility focus on the positive outcomes of this concept. According to these studies it is emphasized that corporate social responsibility practices lead to some desirable consequences such as corporate reputation, corporate image, employee and team performance, organization commitment, organizational identification, job satisfaction, attraction and retention of employees (Rupp et al., 2006: 539-540; Story et al., 2016: 486-487; Reverte et al., 2016: 2871). In this context, this study aims to examine some of the positive outcomes of corporate social responsibility in automotive sector. With the scope of positive outcomes; affective commitment to the employer demand, organizational based self-esteem and ethical climate have been evaluated. However, there is not any research in existing literature yet examining the relationships among corporate social responsibilities, affective commitment to the employer brand, organizational based self-esteem and ethical climate.

2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Over the last two decades, organizations aware that they have to meet demands of public, government, customers and other stakeholders. In other words, organizations need to respond to the stakeholders' demands effectively by their activities. One of these activities is called as a corporate social responsibility which facilitates organizations to perform the stakeholders' interests and encourage them to become sustainable (Grosbois, 2012: 896). Therefore, it is possible to express that corporate social responsibility is considered as a reaction to the social and environmental demands, and stakeholders' expectations. However, it reveals how organizations interact with their employees, suppliers, customers and social dynamics (Famiyeh, 2017: 2). Eventually, corporate social responsibility refers to the organizational activities and policies which take into consideration of all stakeholders expectations and provide to gain success in economic, social and environmental areas. In literature, it is suggested that corporate social responsibility have four main components labeled such as economic, ethical, legal and discretionary. Economic component represent the organizations economic responsibilities like profitability, efficiency and competitiveness, while legal component refers to the organization obligations to the marketplace rules and regulations. In addition, ethical component characterized as an organizations responsibility to abide by moral rules and ethical norms, beside discretionary responsibility related with the organizations noncompulsory activities that provide to be good corporate citizens (Ilkhanizadeh and Karatepe, 2017: 8). In this context, it can be said that organizations need to perform economic, ethical, legal and discretionary responsibilities towards to their stakeholders.

Employees are clearly examined as one of the main stakeholders of corporate social responsibility activities due to their attitudes and behaviors importance on organizational outcomes. While these activities meet employees' expectations such as providing fairness and transparency overall human resource policies, employees' attitudes and behaviors affected positively. That is, human oriented corporate social responsibilities lead positive consequences like

organizational trust, organizational commitment, organizational citizenship behaviors, job satisfaction, organizational identification and etc. (Islam et al., 2015: 307). Due to the corporate social responsibilities create an important value on the employees' positive attitudes and behaviors, researches in that are increasingly recognized (Donia and Sirsly, 2016: 232). In other words, it is seen that previous studies have examined the effects of corporate social responsibility activities at the macro levels such as financial outcomes, ignoring the employee perspective. In order to efficiently utilize from the corporate social responsibility, it is needed to focus on its micro foundations (Chaudhary, 2017: 3). From the micro perspective, researchers suggested that corporate social responsibility strategies are considered as an effective way that attracting qualified employees (Story et al., 2016: 487). Therefore, corporate social responsibility seen as a useful marketing tool that sending a positive signal to the potential and actual employees. When employees' values match with social responsible practices, they are likely to get identified with organization (Gond et al., 2010: 12).

Corporate social responsibility activities give prominence some policies such as fair compensation, job security, supporting family life and fair remuneration diversity which provide individuals positive employment status, thereby increasing their affective commitment to the organization. In this context, it is possible to express that employees who place in socially responsible organizations are more like to pleasure and proud of being members of reputable company brand (Kim et al., 2017: 27-28). However, organizations pursue both attract and retain actual and potential workers by understanding the factors providing employer attractiveness and through possess positive employment branding (Bir et al., 2009: 2309). Employee branding referred as the package of functional, economic and psychological benefits provided by employment and identified within the employing company. In addition, it demonstrates how organization attempt to communicate with its internal and external stakeholders that make organization desirable and unique from their rivals. On the other hand, employer branding represents a positive image in the minds of both actual and potential employees that the organization as a great place to work in the marketplace (Alniaçık and Alniaçık, 2012: 1337). Therefore, it can be said that strong employer branding facilitate organization become prominent in the business world. Moreover, strong employer branding provide organizations to attract and retain qualified employees (Tanwar and Prasad, 2016: 857). Besides, positive employer branding help employees to maintain long term relations with their organizations and it contributes loyalty, satisfying and establishing emotional attachment or affective commitment (Reis and Braga, 2016: 106). Accordingly, it is possible to express that positive employee branding lead to increasing of affective commitment levels of employees so affective commitment to employee branding can be emerge between organization and workers.

Affective commitment to employer brand refers to the employees' identification, involvement and emotional attachment to the organization which is based on the quality of employment status (Fernandez-Lores et al., 2016: 41). When the employees committed to their organizations for a long time, it leads to increasing of profit per employee, low turnover, high return on investment, customer satisfaction and etc. (Biswas and Suar, 2014: 59). In addition, affective commitment to employer brand provides organizations to employ attractive employees that help to differentiate themselves from their rivals. Consequently, it is important for organization to identify what attracts and facilitate retention of talented actual and potential employees. (Alniaçık and Alniaçık, 2012:1337). In other words, it is needed to determine how affective commitment to the employer brand can be created. In the literature, studies of Lievens et al. (2007) and Tetrick et al. (2010) indicated that employment conditions are precursors of employer attractiveness. Maxwell and Knox (2009); Arachige and Robertson (2013) asserted that both working environment and leadership style can be considered as antecedents of employer attractiveness. However, study of Broek (2015) suggested that job characteristics, working environment, employment conditions, leadership style, organizational image and corporate social responsibilities are indicators of employer attractiveness. Besides, studies of Duarte et al., (2014); Story et al. (2015); Sohn et al. (2015) and Cohen et al., (2016) suggested that corporate social responsibility activities lead to employees attracted by the organizations. Therefore, it is possible to express that corporate social responsibilities cause employees to feel affective commitment to their organizations. Accordingly, the following hypotheses are proposed:

H₁: Ethical social responsibility influences employees' affective commitment to the employer brand.

H₂: Discretionary social responsibility influences employees' affective commitment to the employer brand.

H₃: Legal social responsibility influences employees' affective commitment to the employer brand.

H₄: Economic social responsibility influences employees' affective commitment to the employer brand.

In literature, it is seen that researchers emphasized that individual effects of corporate social responsibility as important as social and organizational effects. From the individual perspective, corporate social responsibility activities intend to employees become responsible and accountable (Yücel and Solak, 2012: 18). However, corporate social responsibility actions play a significant role in motivating employees to obtain strong self-esteem. For example, ethical dimension of corporate social responsibility has a significant effect on creating of self-esteem (Lin et al., 2012: 171). In other words, when employees perceive being trusted and valued by their organizations due to the corporate social responsibilities, their organization based self-esteem levels will increase. Organizational based self-esteem refers to the degree to which an individual consider himself or herself as capable, significant and worthy belonging to an organization member. Organizational based self-esteem is an attitude that largely influenced by an individual's work roles and organizational experiences and plays a crucial role in determining employees' attitudes and behaviors (Ho, 2012: 29). In this context, it is possible to express that corporate social responsibilities are significant predictors that employees to have a positive

attitude to their companies such as organization based self-esteem. Since organizations perform ethical and legal obligations as well as discretionary and economic necessities, it leads employees to perceive positive image and being valued which contribute to have organization based self-esteem. Due to the employees have an organizational based self-esteem, it is expected that they have exhibit positive attitudes such as motivation, satisfaction, identification and commitment. Studies Lin et al. (2012); Yücel and Solak (2012) suggested that perception of corporate social responsibilities effect the self-esteem levels and work performance. In addition study of Ho (2012) indicated that employees can be expected to develop a sense of organization based self-esteem by the corporate social responsibility activities so it is supposed that they will display positive attitudes and behaviors. Accordingly, the following hypotheses are proposed:

H₅: Ethical social responsibility influences employees' organization based self-esteem levels.

H₆: Discretionary social responsibility influences employees' organization based self-esteem levels.

H₇: Legal social responsibility influences employees' organization based self-esteem levels.

H₈: Economic social responsibility influences employees' organization based self-esteem levels.

Researchers indicated that one of the other significant effects of corporate social responsibilities is the perception of ethical climate. Ethical climate refers to the perceptions of employees related with the organizational practices and procedures what is considered right or wrong within the boundaries of organization. In other words, it represents the shared perception of what is correct behavior and how ethical issues can be resolved within the organization (Öncer and Yıldız, 2012: 715). As to the importance of ethical climate on employees' attitudes and behaviors and desirable outcomes, it is regarded as an essential to understand how organizations maintain ethical climate perception. In literature, it is seen researchers introduced there are some antecedents of ethical climate such as organizational structure, organizational history, age or etc. In addition, it is suggested that corporate social responsibility dimensions play an important role in the formation of ethical climate perception in the organizations (Hansen et al., 2015: 650). For example, corporate social responsibility requires organizations and employees do their work in a correct, fair and honest manner. However, corporate social responsibility provides organizations to be aware of their required tasks towards to the stakeholders and lead them to feel responsible for the task that they assume (Yücel and Solak, 2012: 18). In this context, when the organizations exhibit ethically and socially responsible activities directed to their stakeholders, it is expected that ethical climate perception will be more remarkable in companies' process. Therefore, it is possible to express that corporate social responsibility is considered as a significant predictor for organization to maintain ethical climate perception. Thus, the following hypotheses are proposed:

H₉: Ethical social responsibility influences employees' ethical climate perception.

H₁₀: Discretionary social responsibility influences employees' ethical climate perception.

H₁₁: Legal social responsibility influences employees' ethical climate perception.

H₁₂: Economic social responsibility influences employees' ethical climate perception.

H₁₃: Organization based self-esteem influences employees' affective commitment to the employer brand.

H₁₄: Ethical climate influences employees' affective commitment to the employer brand.

Accordingly, it is expected that ethical climate perception and sense of organizational based self-esteem have a mediating effects between the relationship corporate social responsibility and employees' affective commitment to the employer brand so following hypotheses are proposed:

H₁₅: Organization based self-esteem has a mediating role on the relationship between ethical social responsibility and affective commitment to the employer brand.

H₁₆: Organization based self-esteem has a mediating role on the relationship between discretionary social responsibility and affective commitment to the employer brand.

H₁₇: Organization based self-esteem has a mediating role on the relationship between legal social responsibility and affective commitment to the employer brand.

H₁₈: Organization based self-esteem has a mediating role on the relationship between economic social responsibility and affective commitment to the employer brand.

H₁₉: Ethical climate has a mediating role on the relationship between ethical social responsibility and affective commitment to the employer brand.

H₂₀: Ethical climate has a mediating role on the relationship between discretionary social responsibility and affective commitment to the employer brand.

H₂₁: Ethical climate has a mediating role on the relationship between legal social responsibility and affective commitment to the employer brand.

H₂₂: Ethical climate has a mediating role on the relationship between economic social responsibility and affective commitment to the employer brand.

Figure 1: Research Model Direct and Mediating Effects

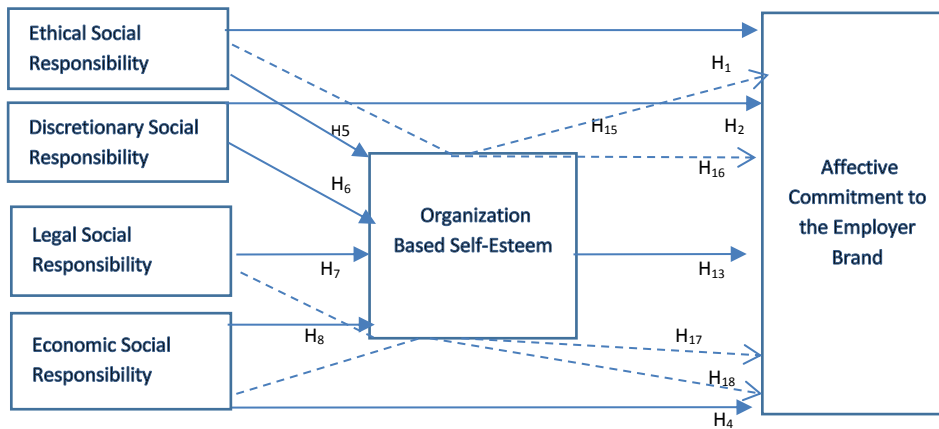
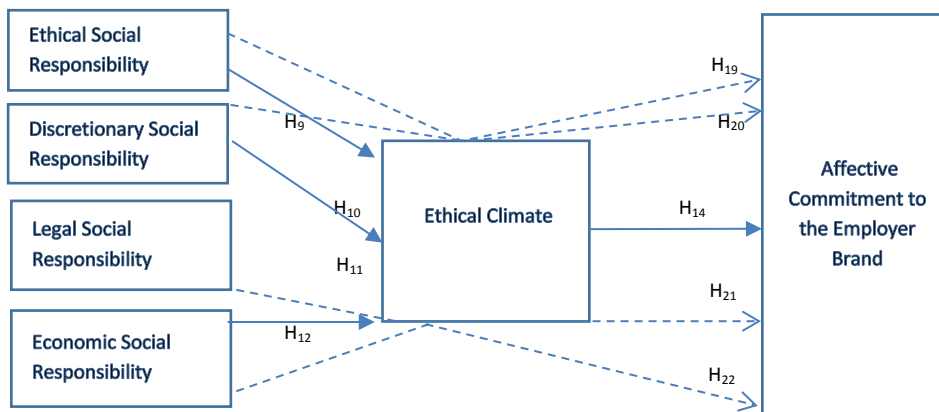


Figure 2: Research Model Direct and Mediating Effects



3. RESEARCH METHOD

3.1. Sample and Procedures

The sample of the research was composed of five companies on automotive industry which are located in Çanakkale city. The participants of this study consist of 135 employees who have been working in these firms determined via convenient sampling method. From the 200 questionnaires that have been sent out, 150 have been returned, representing a response rate of 75%. After elimination of cases that have incomplete data and outliers, 135 questionnaires (67%) have been accepted as valid and included in the evaluations. However, questionnaire survey method is used for data collection in this study. Questionnaire form contains four different measures related to research variables.

3.2. Measures

Measures used in the questionnaire forms have been adapted from the previous studies in the literature. All measures have been adapted to Turkish by the lecturers and pilot study has been conducted for the validity of these measures. Before the distribution of the survey to the actual sample, a pilot study was conducted in order to determine whether the questions had been understood properly and to check the reliability of the scales. As a result of the pilot study, some corrections have been conducted in the questionnaire forms. A Likert-type metric, that is, expressions with five intervals has been used for answers to the statements of survey. Anchored such; "1- strongly disagree, 2- disagree, 3- agree or not agree, 4- agree, 5-strongly agree". However, 6 demographic questions were asked in the questionnaire form. Firstly, all scales were subjected to the exploratory factor analyses to check the dimensions, and then confirmatory factor analyses were applied to all scales.

- **Corporate Social Responsibility Scale:** Employees perception of organization's corporate social responsibility was measured with 27 items from Maignana and Ferrell (2001) study. Exploratory factor analyses using principle component analysis with varimax rotation was applied to the adapted scale for checking the dimensions. As a result of the varimax rotation of the data related to corporate social responsibility variables, 12 items were removed from the analysis due to

the factor loading under 0.50 and four factor solutions; **(economic, legal, ethical and discretionary)** were obtained as per theoretical structure. Some examples of the items asked to the employees are as follows: “All our products meet legal standards”; “We are recognized as a trustworthy company”; “Our business supports local sports and cultural activities”.

- **Affective Commitment to the Employer Brand:** Affective commitment to the employer brand measured with 16 items which was developed by Fernandez-Lores et al. (2016) study. As a result of the exploratory factor analysis data related to the affective commitment to the employer brand variables, three factor solutions; **(long term orientation, enthusiasm and emotional attachment)** were obtained per theoretical structure. Some examples of the items asked to the employees are as follows: “I desire to work for employer brand for a long time”; “Employer brand’s problems affect me”.

- **Organization-Based Self-Esteem Scale:** Employees organization based self-esteem levels were measured with 10 items from Fan (2008) study. As a result of the exploratory factor analysis of the data related to the organization based self-esteem variables, one factor solution obtained per theoretical structure. Some examples of the items asked to the employees are as follows: “I am a valuable part of this place”; “I am trusted around here”.

- **Ethical Climate:** Organization’s ethical climate levels measured with 8 items from Büte (2011) study. As a result of the exploratory factor analysis of the data related to the ethical climate variables, one factor solution obtained per theoretical structure. Some examples of the items asked to the employees are as follows: “My company has a formal, written code of ethics”; “My company has policies with regards to ethical behavior.”

Table 1: Summary Table of Exploratory Factor and Reliability Analyses

Corporate Social Responsibility (remaining 15 items) Variance: %69	Cron. Alpha	Affective Commitment to the Employer Brand (remaining 11 items) Variance: %77	Cron. Alpha	Organizational Based Self-Esteem (remaining 8 items) Variance: %57	Cron. Alpha	Ethical Climate (remaining 8 items) Variance: %54	Cron. Alpha
1. Factor: Ethical	.686	1. Factor: Long Term Orientation	.854	1. Factor: Organization Based Self-Esteem	.894	1. Factor: Ethical Climate	.894
2. Factor: Discretionary	.829	2. Factor: Enthusiasm	.924				
3. Factor: Legal	.904	3. Factor: Emotional Attachment	.784				
4. Factor: Economic	.674						

After the exploratory factor analyses, the confirmatory factor analysis has been conducted by Lisrel 8.8 for all scales. Goodness of fit indexes is presented in Table 1. It can be seen that all of the fit indexes fall within the acceptable ranges (Schermelele-Engel et al., 2003: 52; Meydan and Şeşen, 2011: 35).

Table 2: Goodness of Fit Indexes of the Scales

Variables	χ^2	df.	$\chi^2/df \leq 5$	GFI $\geq .85$	AGFI $\geq .80$	CFI $\geq .90$	NFI $\geq .90$	NNFI $\geq .90$	RMSEA ≤ 0.08	3.3. Data Analys s SPSS for Windo
Corporate Social Responsibility	121.48	69	1.76	0.89	0.83	0.96	0.92	0.95	0.075	
Aff.Commt Employer Brand	24.40	17	1.43	0.96	0.90	0.99	0.98	0.99	0.057	
Org.Based Self-Esteem	4.66	3	1.55	0.99	0.93	1.00	0.99	0.99	0.064	
Ethical Climate	12.09	8	1.51	0.97	0.92	0.99	0.98	0.99	0.062	

ws 20.0 and Lisrel 8.80 programs were used to analyze the obtained data. After the exploratory and confirmatory analysis, descriptive statistics such as means, standard deviations and pearson correlation analysis of the study variables were examined. Following that, hierarchical multiple regression analysis was used to test all research hypotheses.

4. RESEARCH FINDINGS

4.1. Respondent Profile

Majority (69%) of the employees’ male and 31% of them were female. 41% of the employees were between the ages 30-39, 40% of them were between the ages 20-29, 19% of them older than 40. In terms of education level, 35% of them had a bachelor’s degree, 31% had a high school education, %26 of them had a vocational school degree, and % 8 of the employees had graduate degree. From the working unit perspective, 29% of the employees are working in sales

department, 27% of them in service department, 20% of the employees are working in accounting department, and 14% of the employees are working in other departments such as security, operation and technical. 10% of the employees are working in human resource department. 64% of the participants have been working for between 1-6 years and 20% of them have been working less than 1 year, while 16% of them working for more than 7 years in the same company.

4.2. Descriptive Analysis

In the scope of the descriptive analyses means, standard deviations and correlations have been conducted which are related to corporate social responsibility, affective commitment to the employer brand, organizational based self-esteem and ethical climate. The values are given in Table 3.

Table 3: Means, standard deviations and correlations of the study variables

	Mean.	S.S	1	2	3	4	5	6	7
Ethical social responsibility	3.80	.83	1						
Discretionary social responsibility	3.89	.84	.410**	1					
Legal social responsibility	4.42	.72	.402**	.481**	1				
Economic social responsibility	4.08	.69	.447*	.420**	.332**	1			
Org. Based Self-Esteem	4.03	.76	.587**	.438**	.597**	.305**	1		
Ethical Climate	4.05	.75	.560**	.620**	.585**	.523**	.658**	1	
Affect.Comm Employer Brand	4.12	.70	.376**	.422**	.636**	.200*	.618**	.482**	1

** $p < 0.01$, * $p < 0.05$

As can be seen in Table 3, the results of correlation analysis shows that ethical social responsibility ($r = .376$, $p < 0.01$); discretionary social responsibility ($r = .422$, $p < 0.01$); legal social responsibility ($r = .636$, $p < 0.01$) and economic social responsibility ($r = .200$, $p < 0.05$) positively related to the employees affective commitment to the employer brand levels. According to these results, it is possible to express that organization's legal social responsibility levels much more related employees' affective commitment to the employer brand than the other dimensions. On the other hand, organizational based self-esteem ($r = .618$, $p < 0.01$) and ethical climate ($r = .482$, $p < 0.01$) are positively related to affective commitment to the employer brand. In this context, it can be interpreted that employees' affective commitment to the employer brand much more related organizational based self-esteem than ethical climate perception.

4.3. Hierarchical Regression Analysis

Hierarchical multiple regression analysis was used to test all research hypotheses and the mediating effects. For testing mediating effects the approach of Baron and Kenny (1986) was used. In this study, firstly it has been examined that whether organizational based self-esteem and ethical climate were mediating variables or not.

Table 4: Mediating Role of Organizational Based Self-Esteem

Model	Independent Variables	Dependent Variable	R ²	β	F	p
1	Ethical Social Res.	Affective Commitment to Employer Brand	.142	.376**	21.950	.000
	Discretionary Social Res		.178	.422**	28.766	.000
	Legal Social Res.		.404	.636**	90.254	.000
	Economic Social Res.		.040	.200*	5.555	.020
2 Model Included Mediating Variable	Ethical Social Res. Sobel test: $z = 6.143$ $p = 0.000$	Affective Commitment to Employer Brand	.382	.020	40.863	.811
	Discretionary Social Res Sobel test: $z = 4.761$ $p = 0.000$.410	.187*	45.939	.013
	Legal Social Res. Sobel test: $z = 6.213$ $p = 0.000$.493	.415**	64.123	.000
	Economic Social Res. Sobel test: $z = 3.432$ $p = 0.000$.382	.013	40.842	.860
	Organizational Based Self-Esteem		.382	.618	82.251	.000

According to the results, ethical social responsibility ($\beta = .376$, $p < 0.001$); discretionary social responsibility ($\beta = .422$, $p < 0.001$); legal responsibility ($\beta = .636$, $p < 0.001$) and economic social responsibility ($\beta = .200$, $p < 0.05$) have positive and significant effect on employees affective commitment to the employer brand, thus H_1 , H_2 , H_3 and H_4 hypotheses were

supported. Organization based self-esteem has positive and significant effect ($\beta = .618$, $p < 0.001$) on employees affective commitment to the employer brand so H_{13} hypothesis was supported. In addition to this, ethical social responsibility ($\beta = .438$, $p < 0.001$); discretionary social responsibility ($\beta = .422$, $p < 0.001$); legal responsibility ($\beta = .597$, $p < 0.001$) and economic social responsibility ($\beta = .305$, $p < 0.001$) have positive and significant effects on employees organizational based self-esteem levels, therefore H_5 , H_6 , H_7 and H_8 hypotheses were supported. Moreover, considering the mediator role of organizational based self-esteem, it has been seen that the effects of discretionary ($\beta = .187$, $p < 0.05$) and legal social responsibilities ($\beta = .415$, $p < 0.001$) on employees affective commitment to the brand have been continued but decreased. In this regard, it can be said that conditions of Baron and Kenny approaches were provided and organizational based self-esteem has a partially mediator role on the relationship between discretionary social responsibility/legal social responsibility and affective commitment to the brand, H_{16} and H_{17} hypotheses were supported. However, it has been seen that the effects of ethical ($\beta = .020$, $p > 0.001$) and economic social responsibilities ($\beta = .013$, $p > 0.001$) effect on affective commitment to the brand have not been continued so it is possible to express that organizational based self-esteem has a fully mediator role the on relationship between economic/ethical social responsibilities and affective commitment to the brand, so H_{15} and H_{18} hypotheses were supported.

Table 5: Mediating Role of Ethical Climate

Model	Independent Variables	Dependent Variable	R ²	β	F	p	Sobel test
1	Ethical Social Res.	Affective Commitment to Employer Brand	.142	.282**	21.950	.000	z=2.503 p=0.012
	Discretionary Social Res		.178	.314**	28.766	.000	
	Legal Social Res.		.404	.613**	90.254	.000	
	Economic Social Res.		.040	.202*	5.555	.020	
2 Model Included Mediating Variable	Ethical Social Res. Sobel test: z=5.104 p=0.000	Affective Commitment to Employer Brand	.248	.155	21.811	.091	
	Discretionary Social Res Sobel test: z=5.447 p=0.000		.256	.200*	22.769	.038	
	Legal Social Res. Sobel test: z=5.248 p=0.000		.423	.538**	48.299	.000	
	Economic Social Res. Sobel test: z=4.890 p=0.000		.236	.071	20.334	.427	
	Ethical Climate		.232	.482**	40.142	.000	

According to the research findings; ethical social responsibility ($\beta = .560$, $p < 0.001$); discretionary social responsibility ($\beta = .620$, $p < 0.001$); legal responsibility ($\beta = .585$, $p < 0.001$) and economic social responsibility ($\beta = .415$, $p < 0.001$) have positive and significant effects on employees ethical climate perception, therefore H_9 , H_{10} , H_{11} and H_{12} hypotheses were supported. Moreover ethical climate has positive and significant effect ($\beta = .482$, $p < 0.001$) on employees affective commitment to the employer brand so H_{14} hypothesis was supported. However, considering the mediator role of ethical climate, it has been seen that the effects of discretionary responsibility ($\beta = .200$, $p < 0.05$) and legal social responsibilities ($\beta = .538$, $p < 0.001$) on employees affective commitment to the brand have been continued but decreased. In this regard, it can be said that conditions of Baron and Kenny approaches were provided and ethical climate perception has a partially mediator role on the relationship between discretionary social responsibility/legal social responsibility and affective commitment to the brand, H_{20} and H_{21} hypotheses were supported. In addition, it has been seen that the effects of ethical ($\beta = .155$, $p > 0.05$) and economic social responsibilities ($\beta = .071$, $p > 0.05$) effect on affective commitment to the brand have not been continued so it is possible to express that ethical climate has a fully mediator role the on relationship between economic/ethical social responsibilities and affective commitment to the brand, so H_{19} and H_{22} hypotheses were supported.

5. CONCLUSION

Corporate social responsibility has a special place in organizations hearth over the last two decades due to its importance on sustainability. Corporate social responsibility represents the strategies that aim to provide positive impression or reputation in the eyes of stakeholders. In this direction, corporate social responsibility intends organizations to behave ethically and contribute to the economic objectives as well as maintaining human oriented policies and meeting stakeholder interests. By implementing of corporate social responsibility as part of an organizational culture, companies can get some advantages such as attracting and retention qualified employees, meeting customer demands, improved employee and customer satisfaction, increased performance, financial success and competitiveness. Due to the corporate social responsibility activities have crucial role on organization to gain competitive advantage and differentiate themselves from rivals, it is seen that researchers focus on their effects.

According to the previous studies in the literature, researchers indicated that there are greater positive consequences of corporate social responsibility both employee and organization perspectives. Therefore, this study aims to examine some considerable consequences of corporate social responsibility from the individual and organizational perspective. Consequently, affective commitment to the employer brand, organizational based self-esteem and ethical climate perception are investigated as consequences of corporate social responsibility in this research.

As a result of the research findings, it has been obtained that corporate social responsibility all dimensions such as ethical, legal, economic and discretionary have significant effect on affective commitment to the employer brand, so H₁, H₂, H₃ and H₄ hypotheses were supported. When organizations adopt ethical procedures and norms towards to their stakeholders and perform policies legally, it is expected that employees tend to have emotional attachment with the company. However, economic and discretionary responsibilities which provide organizations to have a positive image in the eyes of stakeholders facilitate employees to have loyalty and commitment much more. Therefore, it is possible to express that to build affective commitment to the employer brand; it is needed to maintain ethical, legal, economic and discretionary responsibilities within the organization. In addition, it is found that ethical, legal, economic and discretionary responsibilities have positive and significant effects on employees organizational based self-esteem levels, thus H₅, H₆, H₇ and H₈ hypotheses were supported. According to these results, it can be said that when organizations implement ethical, legal and discretionary activities and aims to get success in the extent of economy, employees may perceived that their organizations valued to themselves. Besides, it is seen that ethical, legal, economic and discretionary responsibilities have positive and significant effects on employees ethical climate perception; H₉, H₁₀, H₁₁ and H₁₂ hypotheses were supported. That is to say, when organizational actions belongs to the ethical and legal norms and include discretionary and economic events, it is get more easier to maintain ethical climate perception. Consequently, it is possible to express that to carry out corporate responsibilities effectively may increase employees organizational based self-esteem levels, affective commitment to the employer brand levels and ethical climate perception in automotive industry.

In respect to research results, it has been observed that organization based self-esteem and ethical climate perception have significant effect on employees affective commitment to the employer brand, so H₁₃ and H₁₄ hypotheses were supported. These research results show, when employees perceive organization valued themselves and perform ethical procedures and norms, it is expected that their affective commitment levels to the organization may increase. On the other hand, considering the mediator roles of organizational based self-esteem, it has been found that organization based self-esteem has a partially mediator role on the relationship between legal and discretionary responsibilities and affective commitment to the employer brand, H₁₆ and H₁₇ hypotheses were supported. Moreover, it has been found that organization based self-esteem has a fully mediator role on the relationship between ethic and economic responsibilities and affective commitment to the employer brand, H₁₈ and H₁₉ hypotheses were supported. In this context, it can be inferred that employees feel affective commitment to their employer brand when they perceive organizations maintain legal and discretionary social responsibility activities and to have sense of organization based self-esteem. However, organizations perform ethical and economic responsibilities employees' affective commitment levels increase in case they have sense of organization based self-esteem. Considering the mediator role of ethical climate, it has been found that ethical climate has a partially mediator role on the relationship between legal and discretionary responsibilities and affective commitment to the employer brand, H₂₀ and H₂₁ hypotheses were supported. Therefore, employees feel affective commitment to their employer brand when they perceive organizations maintain legal and discretionary social responsibility activities and perceived ethical climate. Besides, it has been found that ethical climate has a fully mediator role on the relationship between ethic and economic responsibilities and affective commitment to the employer brand, H₁₉ and H₂₂ hypotheses were supported. Thus, it can be expressed that by the ethical and economic responsibilities employees' affective commitment levels increase in case they have perception of ethical climate.

In the literature, there are some studies related to the some consequences of corporate social responsibilities both service and manufacturing industries. However, it is seen that studies with corporate social responsibility examined individual effects are relatively in management field. In this context, this study aims to examine both individual and organizational consequences by exploring the relationships among these variables. On the other hand, this study shows which factors may have a mediator role on corporate social responsibilities positive effects. Therefore, it can be said that organizations required performing ethical, economic, legal and discretionary social responsibilities towards to their stakeholders to get desirable outputs. In other words, besides corporate social responsibilities for employees' affective commitment, ethical climate perception and organizational based self-esteem have crucial roles. For future studies, it is recommended that the research model can be tested with larger samples and other industries. Furthermore, the research model can be designed by adding some other variables such as perception of human resource management practices and policies and its questioned whether the affective commitment to the employer brand differenced or not. Consequently, the research model can be designed by adding some other organizational variables within the scope of consequences of corporate social responsibilities such as job embeddedness, work engagement or organizational attractiveness.

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