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**THE EFFECT OF PERCEPTION OF EMPLOYEE'S INSTITUTIONAL SOCIAL  
RESPONSIBILITY ON THE BEHAVIOR OF ORGANIZATIONAL CITIZENSHIP:  
AN AMPIRICAL RESEARCH AT MUNICIPALITY**

Adnan Celik, Omer Faruk Diken

**ABSTRACT**

The aim of this study is to investigate the effects of Corporate Social Responsibility (CSR) perceptions on Organizational Citizenship Behaviors (OCB) of the municipality employees. In this context, data were collected from the employees of a central town municipality of Konya through question forms. Data were analyzed using SPSS 25.0. It is seen that there are positive relations between CSR scores and altruism, scrupulousness, kindness, sportsmanship, civil virtue and total score. As OCB scores increased, CSR scores also increased. In terms of demographic variables, there is a relationship between organizational social responsibility perception and Organizational Citizenship (OC). As a result of the regression analysis, it was determined that the perception of CSR positively affects the OC level positively.

**Keywords:** Social Responsibility, Institutional Social Responsibility Perception, Organizational Citizenship

**INTRODUCTION**

Organizational Citizenship (OC) is defined as the activities realized by the individual without expecting any concrete reward for the labor that these activities are not clearly defined in the work processes and enforced if not done. Organizational Citizenship Behavior (OCB) is defined as the role behavior which does not exist in formal reward system and is not defined within it, also a

voluntary role of an individual. In this study, OCB dimensions; altruism, scrupulousness, sportsmanship, kindness and civil virtue developed by Organ (1988) were taken into consideration. Corporate Social Responsibility (CSR) can be done as an effort to increase the vital quality of society and contribute to the sustained financial structure. In this study, CSR, which is expressed as a voluntary and collective sharing of social and environmental concerns in relations with partners, is dealt with in economic, legal, ethical and philanthropic dimensions.

In this study, it is aimed to obtain information about the dimensions and effects of the application of the effect of employees' perception about CSR on OCB in a municipality. In particular, municipality, which aim to produce services to the citizens, are expected to believe in their employees commitment to the institution and act as a citizen of that institution in order to create a healthy satisfaction. If employees have a good sense of CSR in the municipality where they work, it can be expected to mention their OC towards the organization. In this study, data about the employees was collected from one of the municipality in the central districts of Konya using a questionnaire. The main population of the study consisted of full-time employees in the relevant district municipality. The results were analyzed and

recommendations were developed as a result of the study.

## **CONCEPTUAL FRAMEWORK**

### **Organizational Citizenship Behavior OCB**

#### **Definition and Importance of OCB**

OC is defined as activities that are not clearly defined in the work processes and do not sanction if not done, without expecting any concrete reward for the labor shown by the individual (Gürbüz, 2006: 48). OCB is defined as the voluntary role behavior of the individual which contributes to every function of the organization even though it is not directly included and defined in the formal reward system (Bateman and Organ, 1983: 587). Unlike the structure of formal organizational behaviors, which are based on voluntarism (Organ and Konovsky, 1989: 157-164), which go beyond routine business behaviors (Podsakoff, et al., 2000: 513), are not explicitly based on orders and instructions (Dyne et al, 1994: 765-802), however, behaviors and movements that provide benefits for organizational success in the short, medium and long term are distinguished from formal organizational behaviors (Williams and Anderson, 1991: 601). Such informal behaviors that go beyond formal and written behaviors are called OCB in general (Organ et al., 2006; Moorman, 1991; 845-855; Niehoff and Moorman, 1993: 527-556, Podsakoff and MacKenzie, 1997: 136-137, Akbaş, 2011: 53-82). In other words, behaviors that an organization individual exhibits other than official role definitions lead to OCB (Şimşek, Çelik and Akgemci, 2019: 259).

Based on the definitions of OCB and the scope of such behaviors; OCB come together in three main points (Bateman and Organ, 1983: 587; Podsakoff and

MacKenzie, 1997: 137-151); 1. Being optional and voluntary; 2. Impact of OCB not in official job descriptions: Contribution to development and education; 3. Contribute to the effectiveness and success of the organization.

When the structure of OCB is examined, it can be seen that such behaviors can be evaluated in two groups (Organ and Konovsky, 1989: 157-164; Farh et al., 1990; 705-721; Moorman, 1991: 845-855; Organ and Ryan, 1995: 775-802): 1. Active participation and benefit to the organization, 2. Avoiding all kinds of behaviors that may harm the organization and preventing such behaviors from occurring within the organization. The activities in the institution can effectively run through OC without any special effort. For example, behaviors such as helping others in busy working hours, finding a better atmosphere with pleasant conversation, guiding others with a different perspective are the OC Behaviors (Zellars et al., 2002: 1068; Titrek et al., 2009: 1-28; Baş and Şentürk, 2011: 29-62).

The OCB enhances the capabilities of the staff in the organization and enables them to interact and collaborate. In this way, an environment where less stress and productivity increases can be seen. Employees do not perform their sensitive OC Behavior because of instructions or to avoid themselves from other officers. These are adapting to the group and to behave to do the best spontaneously (Ölçüm, 2004; Yücel and Demirel, 2012: 24; Çetinkaya and Çimenci, 2014: 237-278). In summary, when it is desired to classify OCB dimensions, the following can be asserted (Çelik, 2007: 61-84); “- The rules obeyed in institution is not a duty fulfilled. -If it is not fulfilled, there is no expectation of penal transaction or benefit when realized. - Can't be engrained through education. -These attitudes should be done by officials

spontaneously. -It is difficult to distinguish and delimit in the work processes. - Plays a role in the path followed by the organization. - It is about belief and thinking.

### **Dimensions of OCB**

The dimensions of OCB can be specified in different ways. However, the OCB developed by Organ (1988) is widely accepted as follows (Bolat and Bolat, 2008: 75-94, Tokgöz and Aytemiz Seymen, 2013: 61-76):

1. Altruism: It is the event that the officials in the organization help others with their own consent against the problems encountered. While performing this task, he is expected to do the same without expecting reward-like returns (Castro et al., 2004: 27; Karadağ and Mutaçlılar, 2009: 41-70). Taking over the task of someone who is unable to perform business processes is an example (Kidwell et al., 1997: 775-793).

2. Sportsmanship: The business officer in the face of the difficulties encountered in the stable, to continue without reducing the contribution provided and willingly do business despite these things (Sezgin, 2005: 317-339; Konovsky and Organ, 1996: 253-266). It is to defend a pleasant working environment without causing unnecessary conflicts (Polat, 2009: 1591). Commitment to the manager and the organization itself is necessary for this. In the absence of this, loyalty towards the organization decreases (Netemeyer et al., 1997: 85-98).

3. Scrupulousness: It is the case that the employees in the business take the forms of doing business seriously and do not enter into situations such as making less effort during the work period (Polat, 2009: 1592-1596). He also obeys the rules in cases where he is not followed (Barksdale and Werner, 2001: 148). Employees evaluate the working time more efficiently

and try to do the best they can (Dipaola et al., 2009: 490-507).

4. Civil virtue: The presence of officials in all departments of the institution, the adoption of the institution, it means hard and active participation (Podsakoff and MacKenzie, 1994: 351). Employees in the institution should feel themselves tasked and willingly involved (Schnake and Dumler, 1993: 352). There are stages such as personal initiative, employee negotiation. The implementation of the work related to the image of the organization can be given as an example (Thompson and Werner, 1997: 583-601, Bolino, 1999: 82).

5. Kindness: Counseling with others before starting or comparing activities can be an example of kindness. Kindness consists of attitudes that affect the later stages of events. For example, in the case of other processes in the business processes that concern the moment, there are solutions to problems that may occur in kindness (Burns and Collins, 2000: 1).

### **Definition, Scope and Importance of Corporate Social Responsibility (CSR)**

Although responsibility varies between societies, businesses and even individuals, it can be considered as a sense of accountability when necessary due to the responsibility undertaken against society in general. Social responsibility, economic legal and moral responsibilities of enterprises, basically the information brought to the parties in the enterprise should be accurate and reliable. The only element of the company's ability to fulfill its responsibilities towards society is the form of management that emerges from decisions based on accurate and reliable information (Güneş and Otlı, 2003: 108-110). Social responsibility is not only the profit of businesses, but also the responsibility of other individuals in the community to operate with a sense of

responsibility (Çağlar, 1996: 90-91; Krueger and Mas, 2004: 253-289; Benabou and Tirole, 2009: 1-19). It is not enough to satisfy the increasing desires of the consumers, and the enterprises that make efforts in relation to the society come to the forefront. Partnership negotiations with these organizations, shopping, etc .. situations are more. Another explanation for this situation is the accrued nature pollution, negative attitudes in using raw materials, global warming, unfavorable job opportunities and so on. It is also important to be sensitive to consumers. Businesses have to pay more attention to social and environmental developments over time in order to sustain their lives, increase their reputation and gain success compared to other enterprises. Thus, the concept of social responsibility became more important. The responsibilities that enterprises must fulfill can be listed as economic, legal, moral and voluntary (social) responsibilities. CSR; rather than the law and the impulse to increase profits, the obligation to society, avoiding activities that may have bad consequences, factors that will return to society as abundance, and so on and perform actions accordingly (Top and Öner, 2011: 91, Akkoyunlu and Kalyoncuoğlu, 2014: 125-144; Saran, et al., 2011: 3732-3747).

Another definition of CSR can be made as an effort to contribute to the sustained financial structure and to increase the vital quality of society (Herndon, et al., 2001: 73-85). CSR is a situation where voluntary and collective sharing of social and environmental concerns is valid in relations with partners. At this stage, the authorities should follow the direction of the interests of the society and thus be directed (Luthans et al., 1987; Akerlof, 2002: 411-433; Aguinis and Glavas, 2012: 932-968). To classify the factors that play a role in the importance of CSR; The attitudes of those who make coercion related to work, financial conditions that

improve, prosocial individuals, technology and communication, increasing the importance of social behaviors, importance of top institutions, benefits to the market, and increasing expectations can be listed. Developments related to society, higher authorities and the environment in particular can improve CSR faster. With the increase of these factors, organizations start to feel indebted to the society. It is possible to retain more staff and suppliers, and increase satisfaction (Bayraktaroğlu, et al., 2009: 38).

It can be said that the efforts made for CSR improve the social environment and stimulate the personal interest of the employees in the institution. It can be said that there is a belief that the social environment in the organization eliminates the harmful effects and increases the beneficial effects. CSR has become a necessity for the enterprise and has given the organization financial and economic sensitivity in terms of CSR initiatives. It is thought that if institutions succeed in sustaining and maintaining CSR, it will arouse great interest in the long term. CSR reduces costs and risks of the organization. It can achieve this by revealing potential threats of customers and stakeholders, creating a livable environment in the organization, attracting economic interests through its works, and mitigating threats that will adversely affect social performance (Zadek, 2000; Kurucz et al., 2008: 83-112; Carroll and Shabana, 2010). It is important to act proactively when making decisions, to develop current and future environmental regulations by the company and to reduce operational costs. Establishing moderate relations with the community can provide advantages in the field of taxation as it gives the company the qualification of an appropriate institution (Berman et al., 1999: 486-506).

CSR provides a competitive advantage. As it concerns the communication of



corporations with its customers, it strengthens the company's competitive advantage. For example, increasing brand loyalty and encouraging CSR initiatives by consumers create energy environment (Pivato et al., 2008: 3-12) (Bhattacharya and Sen, 2004: 10). Such philanthropic activities are beneficial if there is a feedback by stakeholders (Buchholtz et al., 1999: 169). Firms and so on. increase their sales capacity, perform more attractive relationship with the government and other institutions by performing by hiring staff (Bruch and Walter, 2005: 50). Philanthropy studies increase the direct recognition of the relevant institution, ensure that the organization has a competitive advantage and return the spend (Seifert et al., 2003: 195-211). CSR increases the reputation of the organization. Thanks to CSR, the organization operates based on social norms, expectations and different stakeholders. In addition, it can increase its reputation by generating value and increasing earnings. Organizations that can create high sales standards and brand value organizations are companies that have worked hard in this field materially and relationally (Smith, 2005: 57-65). Emphasizing product advantages, increasing sales incentives, increasing firm and product image and so on. can be done to increase reputation (Smith and Alcron, 1991: 19-35). Economic, environmental and social performance of the institution is also increased due to factors such as reputation (Antal et al, 2002: 22-42).

### **Social Responsibility Development Process**

Social responsibility concept, for the first time, was stated in the Hammurabi laws in the 18th century BC. (Peltekoğlu, 1993: 181). Then, after the Industrial Revolution, productive work and activities increased the weight of environmental problems. For this reason, it is only the

fact that it does not look at the concrete feedback. Especially in the aftermath of World War II, due to the increase in financially strong companies, studies have been carried out in this field and it has been requested to be in harmony with the opinions of the society (Kakabadse et al., 2005: 279).

The views shared by social circles about the importance of economic responsibility in order to increase the monetary return made by Adam Smith and Milton Friedman and thus the strong ones will benefit the people with this power are shared by some circles (Alakavuklar et al., 2009: 106). However, this theory has only been advocated for alternatives, since it does not adequately defend the interests of the other parties, on the grounds that it raises the returns of high-ranking individuals. Therefore, Stainer says that in 1972, it was the beginning the fulfillment of society's desires, both as a source and as an employment. For example, there should be activities in order to reduce the damages caused by the organization during the activities carried out in the second ring. Ultimately, organizations that strive to solve social problems rather than acting solely on their return or loss personally fulfill this view (Torlak, 2007: 38). After 1950, corporate enterprises increased, and the concept became known as CSR. Bowen's (1953) article Social Responsibilities of a Businessman was the turning point of this change (Carroll, 1999: 270). At this point, there is a difference between social responsibility of organizations and CSR. There are conditions in social responsibility, ie not cheating, fair treatment, ethical and respectful, but there is a genuine desire in CSR. There is the urge to contribute to the environment and humanity while improving the business situation (Kotler and Lee, 2006). In CSR, a goal is stated for organizations and consumers. For example, it can create a bond with a product and put the CSR project into

effect. It determines and concludes targets by acting on it. In this way, it informs the parties and can produce projects in similar ways (Orçan, 2007: 27; Balı ve Cinel, 2011: 45-60).

### **CSR Features**

CSR activities cover a long period of time, so there is voluntary basis rather than legal regulations (Sönmez, 2004: 476-490). CSR is not only philanthropy, but also a long-planned one. It has recycling. It is a type that will preserve profitability rather than simply bring the organization's financial interests. CSR has economic, legal, ethical and charity dimensions (Carroll, 1991: 39-48; Alexander and Buchholz, 1978: 479-486; Cochran and Wood, 1984: 42-56; McWilliams and Siegel, 2000: 603-609):

1. Economic Dimension: Organization is primarily an economic unit. Consequently, it tries to meet the desires of the consumers and make a profit in order to continue its existence. He can't do the others without succeeding. It is also important that it has a competitive power in the race with other organizations, a positioning, an operational activity and an increase in equity. Economic responsibilities such as minimizing what is stated here, making long-term plans, continuous improvement of the organization and trying not to decrease the number of employees can be realized.

2. Legal Dimension; It indicates that organizations have to pay attention to legal regulations in their activities. For example, the state's expectations, responsibilities and must comply with the law (Carroll, 1991: 39-48; Friestad and Wright, 1994: 1031; Du, et al., 2010: 8-16). To see the financial or operational power of the company well, whether our outputs are in accordance with the procedures, making the payments or promotions according to merit and so on. It is also important to follow the rules.

3. Ethetic Dimension: There is an ethical perspective which is to make a distinction between good or bad for society and which we encounter in our lives. The organization should also consider this perspective (Ay and Aytekin, 2005: 45-60). For example, social values, emerging concepts, being a sincere organization and not to move away from being moral, etc . (Carroll, 1991: 39-48). To present ethical training activities, to act honestly during the work placement and valuation process, to provide complete and detailed information to the buyers and so on, can also be said in this field.

4. Charity Dimension: Apart from being a useful organization, there is an effort to move the society, country and environment to better places. In philanthropy, these stakeholders and similar activities come from inside, to help non-profit organizations, educational institutions or businesses to provide grants support, eliminating unnecessary costs and so on (Maignan and Ferrell, 2001: 461).

### **Classification of CSR Areas**

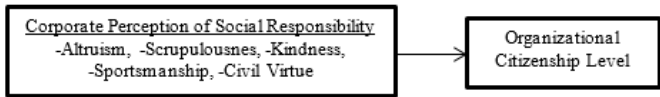
CSR areas in the workplace (health at work, safety, fair sharing among staff, specialization based tasks, acquisition of knowledge and skills, etc.), market (impression of the company's outputs, the course of the relationship with customers and suppliers, the safety of the target audience information, business processes and ethical values in culture and society, risk management in environmental situations, aid activities based on the course of environmental events, human rights, attitudes towards animals, assistance in order to be beneficial to society, support in the fields of education and job teaching outside of their duties (CSRQuest, 2019: 1). First of all, starting from the organization, the necessary atmosphere in the working environment should be provided and the officials should be raised to a more competent

level. Then the market situation should be taken into consideration and the needs of customers, contact with suppliers should be considered. Then, it is important to get in touch with the environment and society. Damages and bad consequences should be reduced, integrated with society and beneficial. In order to take CSR to the next level, by transferring the costs to the outputs, the products and services may become expensive and this may cause problems for the company in the market. Increasing the number of officials in the organization in order to strengthen CSR or showing too much tendency to CSR activities may put the priority that will provide direct return to the organization (Çelik, 2007: 61-84). However, those who show no interest may experience loss of credibility and legal sanctions.

## **THEORETICAL MODELS AND HYPOTHESES**

The model of the study is as in figure 1.

Figure 1: Research Model



The hypotheses of the research are as follows:

*H1: There is a positive relationship between organizational citizenship perception and corporate social responsibility levels of employees.*

*H2: There is a relationship between organizational social responsibility and organizational citizenship in terms of demographic variables.*

## **METHODOLOGY OF THE RESEARCH**

### **Purpose and Importance of Research**

In this study, it is aimed to obtain information about the dimensions and effects of the application of the effect of employees perception of CSR on OCB in a municipality. Municipalities, which aim to produce services to the citizens, are expected to believe in their employees commitment to the institution and act as a citizen of that institution in order to create a healthy satisfaction. If employees have a good sense of CSR in the municipality where they work, it can be expected to mention their OC towards the organization. As a result of this empirical study on The Impact of Employees Perceptions of CSR on OCB information will be provided on the dimensions of the relationship between OCB and social responsibility created by the municipality.

### **Scope of Research**

The Impact of Employees Perceptions of CSR on OCB: Application in a Municipality hypotheses created from different sources were tested by applying to the personnel of a central district municipality in Konya.

### **Method of Research**

In this study, the effect of CSR perceptions on OCB of Municipality was investigated. In this study, data were collected for the employees of a municipality from the central districts of Konya using a questionnaire. The main population of the study consists of full-time employees in the relevant district municipality. 470 questionnaires were distributed to all personnel. The sample of the study was determined easily by using sampling technique. Data were collected from 250 volunteers who participated in the survey. After completing the missing questionnaires, 206 questionnaires were



taken into consideration in the study. The questions between 6-18 in the questionnaire were formed using the CSR scales in Nuray Yılmaz Sert's study called "Investigation of Relation between Corporate Social Responsibility and Activism: The Relationship of Private Sector in Turkey, Corporate Social Responsibility and Activism". Since the reliability and validity analyzes were performed in the study, a factor analysis was not necessary. The questions between 19-37 are formed using the OC scales in the study by Özge Turhan called "The Mediating Role of Loneliness in Organizational Life in the Effect of Emotional Labor on Organizational Citizenship: A Research". Since the reliability and validity analyzes were performed in the study, a factor analysis was not necessary. Questions 38 and 39 of the questionnaire were adapted using Corporate Citizenship Scales in the study by Bülent Aydın called "The Effects of Organizational Communication on Employee Job Satisfaction and OCB". Since the reliability and validity analyzes were performed in the study, a factor analysis was not necessary.

## ***RESEARCH ANALYSIS AND FINDINGS***

### **Research Analysis**

Frequency tables are given below.

**Table 1.** Age Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	10	4,9	4,9	4,9
	26-30	22	10,7	10,7	15,5
	31-35	49	23,8	23,8	39,3
	36-40	52	25,2	25,2	64,6
	41-45	40	19,4	19,4	84,0
	46and above	33	16,0	16,0	100,0
	Total	206	100,0	100,0	

Among the participants, 49 were between the age of 31-35, 52 were in the 36-40, 40 were in the 41-45, and 33 were in the 46 years old or older.

**Table 2.** Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women	42	20,4	20,4	20,4
	Men	164	79,6	79,6	100,0
	Total	206	100,0	100,0	

Among the participants, males were identified as 164 people and women as 42 people.

**Table 3.** Educational Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle School	4	1,9	1,9	1,9
	High School	43	20,9	20,9	22,8
	Associate degree	57	27,7	27,7	50,5
	License	91	44,2	44,2	94,7
	Master's Degree	11	5,3	5,3	100,0
	Total	206	100,0	100,0	

It is determined that 43 of the participants hold a degree of high school, 57 had associate degree, 91 had License degree and 11 had Master's degree.

**Table 4.** Duties in the Institution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	8	3,9	3,9	3,9
	Branch manager	1	,5	,5	4,4
	Technical Staff	80	38,8	38,8	43,2
	Administrative Staff	60	29,1	29,1	72,3
	Other	57	27,7	27,7	100,0
	Total	206	100,0	100,0	

The number of technical staff was 80, the number of administrative staff was 60 and the number of other employees were 57.

**Table 5.** Working Time

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 1 year	11	5,3	5,3	5,3
	1 – 3	24	11,7	11,7	17,0
	4 – 6	57	27,7	27,7	44,7
	7 – 9	34	16,5	16,5	61,2
	10 – 15	33	16,0	16,0	77,2
	16 – 20	13	6,3	6,3	83,5
	Over 20 years	34	16,5	16,5	100,0
	Total	206	100,0	100,0	

When we look at the working time of our participants in the institution, the range of 4-6 years was 57 people, 7-9 was 34 people, 10-15 was 33 people, and 20 years and over was 34 people.

The acceptance / rejection of the above-mentioned hypotheses tested in the research will be included here.

H1: There is a positive relationship between organizational citizenship perception and corporate social responsibility levels of employees.

H2: There is a relationship between organizational social responsibility and organizational citizenship in terms of demographic variables.

Statistical analysis of the data is as follows:

Within the scope of the research, using the parametric analysis techniques, the participants' scores on CSR and OCB; age, gender, educational background, task type, working time and social responsibility projects in the institution. Some assumptions were checked before the analyzes performed. Firstly, it was investigated whether there are extreme values in the data set that make normal distribution difficult. For this purpose, box graphics were created and examined. The results showed that there are 8 extreme values in the data set. Observations of

these values were excluded from the data set. In the next stage, the distribution of the scores obtained from the CSR and OCB scales was examined. For this, skewness and kurtosis coefficients were calculated. The fact that these coefficients are within  $\pm 1$  range indicates that the data has normal distribution (Tabachnick and Fidell, 2007). The calculated coefficients were within the specified range (Table 6). This result showed that the data had normal distribution.

**Table 6.** Coefficients of Skewness and Kurtosis

Variables	N	Skewness		Kurtosis	
		Value	Standard Error	Value	Standard Error
Corporate Social Responsibility	198	-0,08	0,17	-0,24	0,34
Altruism	198	-0,57	0,17	-0,07	0,34
Scrupulousness	198	-0,36	0,17	0,02	0,34
Kindness	198	-0,05	0,17	0,02	0,34
Sportsmanship	198	-0,22	0,17	-0,03	0,34
Civil virtue	198	-0,31	0,17	-0,01	0,34
Total points	198	0,07	0,17	-0,59	0,34

Within the scope of the research, independent sample t test was used to compare the gender and the status of social responsibility projects in the institution. One-way analysis of variance was used to compare age, educational status, task type and working time. In the analysis of variance, Scheffe multiple comparison test was used to determine the source of the difference. The relationship between the scores obtained from the scales was examined using Pearson correlation analysis technique. Data were analyzed using SPSS 25.0.

#### **Research Findings**

H1: "There is a positive relationship between employees perception of organizational citizenship and their levels of corporate social responsibility." Testing the hypothesis:



**Table 7.** Pearson Correlation Coefficients of the Relationship between OCB Scores and CSR

Variables	Corporate Social Responsibility
Altruism	,485**
Scrupulousness	,375**
Kindness	0,126
Sportsmanship	,252**
Civil virtue	,327**
Total points	,382**

Scores \*\* p <0.01; N = 198

When the table is examined, CSR scores and altruism ( $r = 0.485$ ;  $p < 0.01$ ), scrupulousness ( $r = 0.375$ ;  $p < 0.01$ ), kindness ( $r = 0.126$ ;  $p > 0.01$ ), sportsmanship ( $r = 0.252$ ;  $p < 0.01$ ), civil virtue ( $r = 0.332$ ;  $p < 0.01$ ) and total score ( $r = 0.382$ ;  $p < 0.01$ ). As OCB scores increased, CSR scores also increased.

H1: There is a positive relationship between employees perception of organizational citizenship and their levels of corporate social responsibility.

H2: "There is a relationship between corporate social responsibility perception and organizational citizenship in terms of demographic variables." Testing the hypothesis:

**Table 8.** Descriptive Values of the Scores Obtained from the CSR and OCB Scales

Variables	N	Min.	Maks.	$\bar{X}$	Ss
Corporate Social Responsibility	198	2,90	5,00	4,14	0,50
Altruism	198	3,00	5,00	4,44	0,51
Scrupulousness	198	3,00	5,00	4,39	0,42
Kindness	198	2,67	5,00	3,99	0,48
Sportsmanship	198	2,25	5,00	3,95	0,59
Civil virtue	198	2,00	5,00	3,91	0,62
Total points	198	3,38	5,00	4,13	0,38

When the table is examined, the average scores of CSR, altruism, scrupulousness, kindness, sportsmanship and civil virtue are  $4.14 \pm 0.50$ ;  $4.44 \pm 0.51$ ;  $4.39 \pm 0.42$ ;  $3.99 \pm 0.48$ ;  $3.95 \pm 0.59$  and  $3.91 \pm 0.62$ , respectively. The values obtained were as follows; It has shown that the perceptions of CSR, kindness, sportsmanship, civil

virtue are high and the perceptions of conscience are high.

**Table 9.** Mean CSR Score by Gender, Standard Deviations and t Test Results

Variables	Gender	N	$\bar{X}$	Ss	t	p
Corporate Responsibility	Social Women	39	4,15	0,54	0,22	0,82
	Men	159	4,13	0,49		

When the table is examined, there is no significant gender-related difference in the mean scores of CSR ( $p > 0.05$ ). CSR scores

of the men and women who participated in the study were not differentiated.

**Table 10.** Mean of CSR Score by Age, Standard Deviations and ANOVA Results

Variables	Age	N	$\bar{X}$	Ss	F	p
Corporate Responsibility	20-25	10	4,22	0,40	0,35	0,88
	26-30	22	4,20	0,50		
	Social 31-35	46	4,11	0,54		
	36-40	48	4,09	0,47		
	41-45	40	4,19	0,51		
	46 and above	32	4,12	0,50		

When the table is examined, there is no significant difference between the mean scores of CSR according to age groups

( $p > 0.05$ ). The social responsibility scores of the participants who participated in the study and in different age groups did not differ.

**Table 11.** Average of CSR Score, Standard Deviations and ANOVA Results by Education

Variables	Education	N	$\bar{X}$	Ss	F	p
Corporate Responsibility	1. Middle School	4	3,75	0,48	0,68	0,61
	Social 2. High School	42	4,12	0,35		
	3. Associate degree	53	4,16	0,48		
	4. License	88	4,13	0,56		
	5. Master's Degree	11	4,19	0,55		

When the table is examined, there is no significant difference between the mean scores of CSR depending on the educational status ( $p > 0.05$ ). The social

responsibility scores of the participants who participated in the research and at different educational levels did not differ.

**Table 12.** Means of CSR Score, Standard Deviations and ANOVA Results by Task Type

Variables	Task	N	$\bar{X}$	Ss	F	p
Corporate Responsibility	Manager	9	4,41	0,51	1,49	0,22
	Social Technical Staff	75	4,07	0,53		
	Administrative Staff	59	4,15	0,47		
	Other	55	4,17	0,47		

When the table is examined, there is no significant difference between the mean

scores of CSR depending on the type of task ( $p > 0.05$ ). The CSR scores of the

managers, technical personnel, administrative staff and other participants were differentiated.

**Table 13.** Mean of CSR Score, Standard Deviations and ANOVA Results by Professional Seniority

Variables	Professional seniority (Year)	N	$\bar{X}$	Ss	F	p	Post-Hoc
Corporate Social Responsibility	1. Less than 1 year	11	4,09	0,33	3,22	0,00	6>4,
	2. 1 – 3	23	4,27	0,48			
	3. 4 – 6	55	4,09	0,49			
	4. 7 – 9	34	3,94	0,45			
	5. 10 – 15	29	4,08	0,59			
	6. 16 – 20	12	4,58	0,39			
	7. Over 20 years	34	4,21	0,45			

When the table is examined, there is a significant difference in the average scores of CSR depending on professional seniority ( $p < 0.05$ ). According to the results of Scheffe test, CSR score average

of the participants whose professional seniority is 16-20 years, is significantly higher than that of the participants whose professional seniority is 7-9 years

**Table 14.** According to the Status of CSR Studies According to the CSR Score Means, Standard Deviations and t Test Results

Variables	Are there any social responsibility activities in your institution?	N	$\bar{X}$	Ss	F	p
Corporate Social Responsibility	Yes	106	4,15	0,44	1,56	0,21
	No	17	4,31	0,67		
	Partially done	75	4,08	0,53		

When the table is examined, there is no significant difference in the average scores of CSR depending on the status of social responsibility studies in the institution studied ( $p > 0.05$ ). The CSR scores of the participants who stated that social responsibility projects were done, not done and partially done were not differentiated.

**Table 15.** Mean of OC Score by Gender, Standard Deviations and t Test Results

Variables	Gender	N	$\bar{X}$	Ss	t	p
Altruism	Women	39	4,42	0,45	-0,29	0,77
	Men	159	4,45	0,52		
Scrupulousness	Women	39	4,33	0,43	-0,97	0,33
	Men	159	4,40	0,42		
Kindness	Women	39	3,93	0,36	-0,83	0,41
	Men	159	4,00	0,50		
Sportsmanship	Women	39	3,86	0,62	-1,03	0,30
	Men	159	3,97	0,58		
Civil virtue	Women	39	3,77	0,61	-1,57	0,12
	Men	159	3,94	0,61		
Total points	Women	39	4,08	0,32	-0,91	0,37
	Men	159	4,14	0,39		

When the table is examined, there is no significant gender-related difference in the mean scores of altruism, scrupulousness, kindness, sportsmanship, civil virtue and

total score ( $p > 0.05$ ). The OCB scores of the men and women included in the study were not differentiated.

**Table 16.** Mean, Standard Deviations and ANOVA Results of OC by Age

Variables	Age	N	$\bar{X}$	Ss	F	p
Altruism	20-25	10	4,70	0,26	1,60	0,16
	26-30	22	4,43	0,52		
	31-35	46	4,50	0,55		
	36-40	48	4,47	0,53		
	41-45	40	4,45	0,45		
	46 and above	32	4,25	0,51		
Scrupulousness	20-25	10	4,55	0,37	1,20	0,31
	26-30	22	4,33	0,37		
	31-35	46	4,41	0,41		
	36-40	48	4,42	0,38		
	41-45	40	4,41	0,44		
	46 and above	32	4,25	0,49		
Kindness	20-25	10	4,33	0,35	1,45	0,21
	26-30	22	4,00	0,37		
	31-35	46	4,04	0,45		
	36-40	48	3,92	0,51		
	41-45	40	3,95	0,50		
	46 and above	32	3,96	0,51		
Sportsmanship	20-25	10	4,18	0,46	1,28	0,28
	26-30	22	3,74	0,73		
	31-35	46	4,06	0,57		
	36-40	48	3,90	0,61		



	41-45	40	3,93	0,53		
	46 and above	32	3,95	0,54		
Civil virtue	20-25	10	4,10	0,57	0,48	0,79
	26-30	22	4,02	0,50		
	31-35	46	3,93	0,65		
	36-40	48	3,88	0,67		
	41-45	40	3,87	0,60		
	46 and above	32	3,83	0,60		
Total points	20-25	10	4,36	0,19	1,24	0,29
	26-30	22	4,09	0,39		
	31-35	46	4,19	0,41		
	36-40	48	4,09	0,38		
	41-45	40	4,12	0,36		
	46 and above	32	4,08	0,37		

When the table is examined, there is no significant difference in terms of altruism, scrupulousness, kindness, sportsmanship, civil virtue and total score average depending on age groups ( $p > 0.05$ ). OCB scores of the participants included in the

study and in different age groups did not differ.

**Table 17.** Mean, Standard Deviations and ANOVA Results of OC by Age

Variables	Education	N	$\bar{X}$	Ss	F	p	Post-Hoc
Altruism	1. Middle School	4	3,50	0,58	4,52	0,00	2>1, 3>1, 4>1, 5>1
	2. High School	42	4,46	0,55			
	3. Associate degree	53	4,56	0,47			
	4. License	88	4,41	0,48			
	5. Master's Degree	11	4,45	0,47			
Scrupulousness	1. Middle School	4	4,19	0,24	0,69	0,60	-
	2. High School	42	4,35	0,47			
	3. Associate degree	53	4,43	0,34			
	4. License	88	4,37	0,44			
	5. Master's Degree	11	4,50	0,42			
Kindness	1. Middle School	4	4,00	0,00	9,52	0,00	1>5, 2>5, 3>5,
	2. High School	42	4,20	0,42			
	3. Associate degree	53	4,18	0,41			
	4. License	88	3,81	0,48			
	5. Master's Degree	11	3,73	0,39			
Sportsmanship	1. Middle School	4	3,06	0,99	3,32	0,01	2>1, 3>1, 4>1, 5>1
	2. High School	42	4,07	0,54			
	3. Associate degree	53	4,02	0,57			
	4. License	88	3,90	0,57			
	5. Master's Degree	11	3,82	0,54			
Civil virtue	1. Middle School	4	3,75	0,32	2,89	0,02	1>5, 2>5, 3>5,
	2. High School	42	4,07	0,61			
	3. Associate degree	53	4,03	0,60			
	4. License	88	3,81	0,62			

	5. Master's Degree	11	3,55	0,56		
Total points	1. Middle School	4	3,71	0,36		2>1,
	2. High School	42	4,23	0,35		3>1,
	3. Associate degree	53	4,22	0,37	3,80	0,01
	4. License	88	4,06	0,38		4>1,
	5. Master's Degree	11	4,01	0,28		5>1

When the table is examined, there is no significant difference in scrupulousness scores depending on the educational status ( $p > 0.05$ ). However, there is a significant difference in the mean scores of altruism, kindness, sportsmanship, civil virtue and total score ( $p < 0.05$ ). According to the results of Scheffe test, the mean scores of high school, associate, license and master's degree were significantly higher

than those of middle school graduates. On the other hand, the average courtesy and civil virtue scores of the middle school, high school and associate degree graduates were significantly higher than those of the master's degree.

**Table 18.** Mean, Standard Deviations and ANOVA Results

Variables	Task	N	$\bar{X}$	Ss	F	p
Altruism	Manager	9	4,50	0,50	0,68	0,56
	Technical Staff	75	4,49	0,51		
	Administrative Staff	59	4,46	0,48		
	Other	55	4,36	0,54		
Scrupulousness	Manager	9	4,50	0,45	0,30	0,83
	Technical Staff	75	4,36	0,45		
	Administrative Staff	59	4,39	0,43		
	Other	55	4,39	0,36		
Kindness	Manager	9	3,89	0,58	0,34	0,79
	Technical Staff	75	3,96	0,46		
	Administrative Staff	59	4,02	0,49		
	Other	55	4,01	0,47		
Sportsmanship	Manager	9	4,25	0,53	0,86	0,46
	Technical Staff	75	3,94	0,58		
	Administrative Staff	59	3,94	0,65		
	Other	55	3,92	0,54		
Civil virtue	Manager	9	4,07	0,52	1,38	0,25
	Technical Staff	75	3,80	0,65		
	Administrative Staff	59	4,00	0,61		
	Other	55	3,92	0,59		
Total points	Manager	9	4,25	0,39	0,36	0,78
	Technical Staff	75	4,12	0,38		
	Administrative Staff	59	4,14	0,39		
	Other	55	4,11	0,37		

When the table is examined, there is no significant difference in terms of altruism,

scrupulousness, kindness, sportsmanship, civil virtue and total score average

depending on the type of task ( $p > 0.05$ ). OCB scores of the managers, technical personnel, administrative personnel and

other different tasks were not differentiated.

**Table 19.** OC Average, Standard Deviations and ANOVA Results by Professional Seniority

Variables	Professional seniority	N	$\bar{X}$	Ss	F	p	Post-Hoc
Altruism	1. Less than 1 year	11	4,50	0,45	1,41	0,21	-
	2. 1 – 3	23	4,33	0,65			
	3. 4 – 6	55	4,41	0,55			
	4. 7 – 9	34	4,44	0,46			
	5. 10 – 15	29	4,52	0,47			
	6. 16 – 20	12	4,79	0,40			
	7. Over 20 years	34	4,38	0,43			
Scrupulousness	1. Less than 1 year	11	4,57	0,30	3,30	0,00	$6 > 2$ ,
	2. 1 – 3	23	4,16	0,53			
	3. 4 – 6	55	4,38	0,40			
	4. 7 – 9	34	4,35	0,36			
	5. 10 – 15	29	4,53	0,40			
	6. 16 – 20	12	4,65	0,41			
	7. Over 20 years	34	4,31	0,38			
Kindness	1. Less than 1 year	11	4,27	0,36	1,18	0,32	-
	2. 1 – 3	23	3,90	0,38			
	3. 4 – 6	55	4,00	0,43			
	4. 7 – 9	34	3,92	0,57			
	5. 10 – 15	29	3,93	0,45			
	6. 16 – 20	12	4,14	0,61			
	7. Over 20 years	34	4,00	0,51			
Sportsmanship	1. Less than 1 year	11	3,89	0,65	1,99	0,07	-
	2. 1 – 3	23	3,72	0,66			
	3. 4 – 6	55	3,89	0,58			
	4. 7 – 9	34	4,03	0,51			
	5. 10 – 15	29	4,22	0,54			
	6. 16 – 20	12	3,90	0,68			
	7. Over 20 years	34	3,91	0,55			
Civil virtue	1. Less than 1 year	11	4,21	0,56	1,33	0,25	-
	2. 1 – 3	23	3,77	0,73			
	3. 4 – 6	55	3,93	0,50			
	4. 7 – 9	34	3,78	0,70			
	5. 10 – 15	29	4,01	0,59			
	6. 16 – 20	12	4,11	0,72			
	7. Over 20 years	34	3,83	0,60			
Total points	1. Less than 1 year	11	4,29	0,30	2,08	0,06	-
	2. 1 – 3	23	3,98	0,38			
	3. 4 – 6	55	4,13	0,36			
	4. 7 – 9	34	4,08	0,41			
	5. 10 – 15	29	4,24	0,38			
	6. 16 – 20	12	4,31	0,42			
	7. Over 20 years	34	4,07	0,35			

When the table is examined, there is no significant difference in terms of altruism, kindness, sportsmanship, civil virtue and total score average depending on the type of task ( $p > 0.05$ ). There was a significant difference in scrupulousness scores

depending on professional seniority ( $p < 0.05$ ). The mean scrupulousness scores of the participants in the “16-20” age group were significantly higher than those of the “1-3” age group.

**Table 20.** OC Score Means, Standard Deviations and ANOVA Results According to the Status of Social Responsibility Studies

Variables	Are there any social responsibility activities in your institution?	N	$\bar{X}$	Ss	F	p
Altruism	Yes	106	4,44	0,48	0,40	0,67
	No	17	4,35	0,68		
	Partially done	75	4,47	0,51		
Scrupulousness	Yes	106	4,39	0,39	0,02	0,98
	No	17	4,37	0,66		
	Partially done	75	4,39	0,40		
Kindness	Yes	106	4,01	0,45	0,36	0,70
	No	17	3,92	0,32		
	Partially done	75	3,97	0,54		
Sportsmanship	Yes	106	3,90	0,61	0,90	0,41
	No	17	3,93	0,59		
	Partially done	75	4,02	0,55		
Civil virtue	Yes	106	3,88	0,60	0,40	0,67
	No	17	3,84	0,77		
	Partially done	75	3,96	0,61		
Total points	Yes	106	4,12	0,36	0,11	0,89
	No	17	4,11	0,43		
	Partially done	75	4,15	0,39		

When the table is examined, there is no significant difference between the means of altruism, scrupulousness, kindness, sportsmanship, civil virtue and total score, depending on the status of social responsibility studies in the institution ( $p > 0.05$ ). OCB scores of the participants who stated that social responsibility projects were done, not done and partially done were not differentiated.

*H2: There is a relationship between organizational social responsibility and organizational citizenship in terms of demographic variables*

## CONCLUSIONS AND RECOMMENDATIONS

In this study, it is aimed to obtain information about the dimensions and effects of the application of the effect of employees perception of CSR on OCB in a municipality. In particular, municipality, which aim to produce services to the citizens, are expected to believe in their employees commitment to the institution and act as a citizen of that institution in order to create a healthy satisfaction. If employees have a good sense of CSR in



the municipality where they work, it can be expected to mention their OC towards the organization. As a result of this empirical study on the effect of employees perception of CSR on OCB, information was provided on the dimensions of the relationship between OCB and the social responsibility perception of the organization.

In this study, data were collected for the employees of a municipality from the central districts of Konya using a questionnaire. The main population of the study consists of full-time employees in the relevant district municipality. The sample of the total study was determined easily by using sampling technique. Data were collected from 250 volunteers who participated in the survey. After completing the missing questionnaires, 206 questionnaires were taken into consideration in the study. Nuray Yılmaz Sert's to questions 6-18 of the questions in the survey "Corporate Social Responsibility and Investigation of Relationship Activism: Private Sector in Turkey, Corporate Social Responsibility and Activism Relevance" was created adapted from his work. The questions 19-37 were adapted from Özge Turhan's "The Mediating Role of Loneliness in Organizational Life in the Effect of Emotional Labor on Organizational Citizenship: A Research". Questions 38 and 39 were adapted from Bülent Aydın's "Effects of Organizational Communication on Employee Job Satisfaction and OCB". Since the reliability and validity analyzes have already been carried out in these studies, there is no need to carry out Factor Analysis on this subject. Approximately 50 percent of the subjects are between the ages of 31-40 and 80% of them have male, associate and license level education level above 70%. As expected, almost 70% are administrative and technical personnel. 27.7% of the subjects have 4-6 years, 16.5% of them have 7-9 years, 16.0% of

them have 10-15 years working in the institution.

Since the coefficients are within  $\pm 1$  range, it is seen that the data have normal distribution. Within the scope of the research, independent sample t test was used to compare the gender and the status of social responsibility projects in the institution. One-way analysis of variance was used to compare age, educational status, task type and working time. In the analysis of variance, Scheffe multiple comparison test was used to determine the source of the difference. The relationship between the scores obtained from the scales was examined using Pearson correlation analysis technique. Data were analyzed using SPSS 25.0.

In the study, CSR scores and altruism ( $r = 0.485$ ;  $p < 0.01$ ), scrupulousness ( $r = 0.375$ ;  $p < 0.01$ ), kindness ( $r = 0.126$ ;  $p > 0.01$ ), sportsmanship ( $r = 0.252$ );  $p < 0,01$ ), civil virtue ( $r = 0,327$ ;  $p < 0,01$ ) and total score ( $r = 0,382$ ;  $p < 0,01$ ). As OCB scores increased, CSR scores also increased.

In hypothesis H1, it was found that there is a positive relationship between employees perception of OC and their levels of CSR. There is no significant difference between the H2 hypothesis, altruism, scrupulousness, kindness, sportsmanship, civil virtue and total score averages related to the status of social responsibility studies in the institution ( $p > 0.05$ ).

OCB scores of the participants who stated that social responsibility projects were done, not done and partially done were not differentiated.

Similarly, in the H2 hypothesis, there is a significant difference in the mean scores of CSR depending on professional seniority ( $p < 0.05$ ). According to the results of Scheffe test, the average score of CSR of the participants with a professional seniority of 16-20 years, was significantly higher than that of the participants with a professional seniority of 7-9 years.

In this hypothesis, there is no significant difference in conscience scores depending on educational status ( $p > 0.05$ ). However, there was a significant difference in the mean scores of altruism, kindness, sportsmanship, civil virtue and total score ( $p < 0.05$ ). According to the results of Scheffe test, the mean scores of high school, associate, license and master's degree were significantly higher than those of middle school graduates. On the other hand, the average courtesy and civil virtue scores of the middle school, high school and associate degree graduates were significantly higher than those of the master's degree. On the other hand, there was no significant difference in terms of altruism, kindness, sportsmanship, civil virtue and total score ( $p > 0.05$ ). There was a significant difference in scrupulousness scores depending on professional seniority ( $p < 0.05$ ). The mean scrupulousness scores of the participants in the "16-20" age group were significantly higher than those of the "1-3" age group.

As a result of the study, the following suggestions can be put forward:

- The criteria specified in the service sector may not be the same as those required in the industrial sector. Therefore, if the study is carried out considering the characteristics of each sector, it may be possible to achieve more effective and efficient results.

- If CSR is given importance in the corporate sense, the perception of OC becomes even better. It leads to a positive perception. This is expected to reduce employee turnover rate and will have a positive effect on organizational commitment as well as individual satisfaction.

- The effect of these variables on employee turnover rate can be investigated in academic studies.

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