

## Do Employees' Needs Matter for Corporate Social Responsibility Based Employer Attractiveness?

*Çalışan İhtiyaçları Kurumsal Sosyal Sorumluluk Temelli İşveren Çekiciliğinde Önemli midir?*

ISSN: 2564-7504  
JCS, Volume (5)2  
<https://dergipark.org.tr/jcsci>

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### Özet

*Amaç: Bu makale, kurumsal sosyal sorumluluk (KSS) temelli işveren çekiciliğinin potansiyel çalışanların ihtiyaçlarına göre nasıl farklılaştığı sorusu ile ilgilenmektedir.*

*Yöntem: Türkiye'den 384 kişilik bir örneklem üzerinde regresyon analiz, t testi ve tek yönlü ANOVA testleri gerçekleştirilmiştir.*

*Bulgular: Saygınlık ihtiyacı ile KSS temelli işveren çekiciliği algısı arasında pozitif ve anlamlı bir ilişki olduğu sonucuna ulaşılmıştır. Ayrıca maaşlardaki %5'lik bir azalmanın KSS temelli işveren çekiciliği algısı açısından potansiyel çalışanlar arasında anlamlı bir fark oluşturduğu sonucu da elde edilmiştir. Son olarak ise kadın ve erkekler arasında da KSS temelli iş veren çekiciliği açısından anlamlı bir fark oluşturduğu belirlenmiştir.*

*Sonuç ve Katkılar: KSS ile işveren çekiciliği oluşturmak isteyen firmaların potansiyel çalışanların ihtiyaçlarına göre hareket etmesi gerektiği gösterilmiştir. Ek olarak, KSS'yi işveren çekiciliği oluşturan bir unsur olarak kullanmak isteyen firmaların en az sektör ortalamasında bir maaş ödemesi gerektiği de ortaya koyulmuştur. Son olarak ise KSS'nin kadın çalışanlar için daha fazla işveren çekiciliği oluşturduğu vurgulanmıştır.*

*Sınırlılıklar: Her demografik grup için yeterli sayıda gözlemin olmaması, katılımcıların çocuk sayısı hakkında verinin olmaması ve nitel verinin kullanılmayışı araştırmanın sınırlılıklarını oluşturmaktadır.*

**Anahtar Kelimeler:** Kurumsal Sosyal Sorumluluk, İşveren Çekiciliği, Saygınlık İhtiyacı.

**Jel Kodu:** M14, J5

## **Abstract**

*Purpose:* This article aims to shed light on how the corporate social responsibility (CSR) based employer attractiveness differs according to needs of potential talented employees

*Methodology:* Regression analysis, t-test and one-way ANOVA tests were performed on a sample of 384 people from Turkey.

*Findings:* It was concluded that there is a positive and significant relationship between esteem need and CSR based employer attractiveness. It was also concluded that a 5% reduction in salaries created a significant difference among potential workers in terms of CSR-based employer attractiveness perception. Lastly, it was determined that there was a significant difference between men and women in terms of CSR-based employer attractiveness.

*Implications:* It has been shown that companies that want to create employer attractiveness with CSR should act according to the needs of potential employees. In addition, it has been revealed that companies that want to use CSR as a factor which creates employer attractiveness should pay at least an industry average salary. Finally, it was emphasized that CSR creates more employer attractiveness for female employees.

*Limitations:* The lack of sufficient number of observations for each demographic group, the lack of data on the number of children of the participants, and the lack of use of qualitative data constitute the limitations of the research.

**Keywords:** Corporate Social Responsibility, Employer Attractiveness, Esteem Need.

**Jel Codes:** M14, J5

## **1. Introduction**

As the world is globalized more and firms become more integrated with society, corporate social responsibility (CSR) has become one of the most important fields that firms must deal with. Although CSR was born as an obligatory activity in 1950s, especially after 1990s, it was thought that CSR might have strategic implications (Kotler and Lee; 2017). In this sense, scholars have begun to examine what kind of competitive advantages can be obtained through CSR. Research, which have concluded that CSR can create competitive advantages such as employer attractiveness, consumer commitment, brand image and creation, financial benefits, exist in the literature (Ibrahim, 2017; Long, et al., 2019; Xue, et al., 2019; Rivera, et al., 2019; Shah and Khan, 2019; Jell-Ojobor, 2019; Maurice, 2019).

Human is considered as one of essential resources that might create competitive advantage for firms (Wright, et al., 1994; Kaliprasad, 2006). Therefore, it is important for firms to attract employees that will create competitive advantage. As it is argued by the literature, one of the ways to attract talented employees is to fulfill their needs in an appropriate way (Kaur and Sharma, 2019). In order to have "high employer attractiveness" in the eyes of potential employees, firms have to understand

the needs of employees, who may create competitive advantage for the firm, and to know the ways to satisfy these needs.

In order to understand employees' needs, many frameworks were put forward by scholars (Maslow, 1943; Alderfer, 1972; Max-Neef, 1992). One of these frameworks is Maslow's hierarchy of needs proposed in 1943. Maslow has sorted the human needs as physiological, safety, love/belongingness, esteem, and self-actualization respectively from bottom to top in the hierarchy. It can be stated that there are different ways and tools to satisfy each need.

Esteem need is a bidirectional need. While the individual, having "esteem need", wants to trust and respect himself/herself, at the same time, want to be seen as a respected and self-confident person by others. By examining existing literature, De Silva and Lokuwaduge (2019) state that when investing in CSR activities with the objective of benefiting the community at large as well as its own employees, an organization enhances employees' identification as the employees may perceive their organization as being socially responsible and belonging to this organization meets their own need to enhance their self-esteem. There are also studies which state that CSR meets different needs such as self-actualization, love/belongingness need, etc. than esteem need (Rydström and Gran, 2012). On the other hand, there are studies which have concluded that CSR enhances employer attractiveness (CSR based employer attractiveness) (Ersoy and Aksehirli, 2015; Maurice, 2019). Therefore, by integrating concepts of CSR, employee needs and employer attractiveness, this research aims to answer the questions of "Does CSR based employer attractiveness change depending on employees' needs?" and if it is, "what needs are important to meet in order to generate CSR based employer attractiveness?"

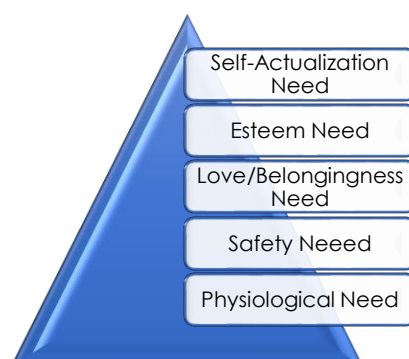
In order to answer these questions, this research adopts quantitative research method. In this sense, this research will examine following parts; literature review that describes conceptual framework of the study, research method, and results and conclusion.

## **2. Literature Review**

### **2.1. Maslow's hierarchy of needs**

Maslow's (1943) hierarchy of needs theory proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order (Daft, 1994). Maslow (1943) proposes five types of needs that motivate people. These types of needs are illustrated in figure 1.

*Figure 1. Maslow's Hierarchy of Needs*



Physiological needs refer to most fundamental human physical needs such as water, food etc. In an organization, these needs can be matched with needs such as adequate heat, air, and base salary. Safety needs is about physically and emotionally safe and secure environment in which means an environment that is free from any threats. In a workplace, it can be exemplified with need for job security. Social needs, which can be also called as love/belongingness, represent the willingness to have friendship, to be part of a group, to love and be loved, etc. Its reflection on organizational setting might be the desire to have good relationship with associates and to take role in a teamwork. Esteem needs is about the want to have a positive self-image and is related with obtaining attention, recognition, and appreciation from others. Desire to have more responsibility and high status can be examples for esteem needs in an organizational setting. Self-actualization needs are related with realizing people's own potential and becoming better person. These needs reflect on workplace as the desire to have opportunities to grow, to be creative and to participate more trainings required for challenging jobs.

According to Maslow's theory, lower-order needs take priority – they must be satisfied before higher-order needs are activated (Daft, 1994). In other words, the needs are fulfilled in sequence and unless lower-order needs are satisfied, higher-order needs cannot be activated. Although Maslow's theory claims that the needs are fulfilled in a sequence, in the scope of this research, Maslow's Theory was only used as a framework to classify employees' needs and this study doesn't assert that the needs are met in a sequence.

Different needs can be met with different tools and techniques. There are many ways to satisfy these needs such as creating teams, arranging trainings, job enrichment, etc. In addition to these tools and others, scholars proposing that CSR can be used as a tool to satisfy employees' needs exist in the literature (Mirvis, 2012).

## **2.2. Corporate social responsibility**

In CSR literature, there are many definitions changing depending on social, economic, political, and environmental factors of the time (Bilgiç, 2020). However, the definition that can be considered as the first CSR definition of modern CSR understanding was produced by Bowen in 1953. According to Bowen (1953), social responsibility of businessmen refers to *the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.*

Table 1. Historical Development of CSR Dimensions

Time	Dimensions
1950s	Obligation to the society.
1960s	Relationship between corporation and society.
1970s	Stakeholders' involvement, well-beings of citizens, a philosophy that looks at the social interest, help solve neighborhood problems, improve the quality of life, economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibility.
1980s	Voluntariness, economically profitable, law-abiding, ethical, and socially supportive, economic, legal, ethical and voluntary or philanthropic.
1990s	Stakeholders' involvement, obligation to society, environmental stewardship, people, planet, profit.
21st Century	Integration of social and environmental concern, voluntariness, ethical behavior, economic development, improving the quality of life of the citizens, human rights, labor rights, protection of environment, fight against corruption, transparency, and accountability.

Source: Rahman, (2011).

Different CSR definitions produced in different time periods might be resulted from that each scholar focuses on different dimensions of CSR. So that, it is important to understand CSR dimensions rather than examining each single definition. As illustrated in table 1, Rahman (2011) has summarized dimensions of CSR which were put forward between 1950 and 2011. When table 1 is examined, the first important point is the change of basis of CSR from "obligation" of firms for society to "relationship" between firms and society. It is important because this mutual responsibility relationship gives the role of "differentiating firms doing CSR from others" to all elements of the society. In this sense, it is expected that the elements of the society will position the firms, which are doings CSR, in minds in better way and will reward these firms more compared to others or will punish the firms which do not fulfill their social responsibilities (Reich, et al., 2010; Aydın and Erdoğan, 2016). By adding one category to Carroll's (1979) CSR conceptualization, other dimensions, which were discussed during between 1970 and 2010, can be summarized under five different categories which are economic responsibility, legal responsibility, ethical responsibility, discretionary responsibility, and environmental responsibility. Economic responsibility of firms refers to the responsibility of firms to generate profits, to provide employment, to produce desirable goods and services for consumers, etc. Legal responsibility of firms is about complying with laws at local, state, and international level. Ethical responsibility of firms means meeting other social expectations which are not written in the law such as moral rules. Discretionary responsibility of firms is related with conducting activities and behaviors that are desirable by the society. Environmental responsibility of firms is about making business decisions by taking environmental and ecological issues into account. In addition to these five categories of dimensions, it can be stated that CSR activities should be voluntary and philanthropic. Therefore, CSR can be thought as *the sum of activities, which are about firms' economic, legal, ethical, discretionary, and environmental responsibilities, are conducted on voluntary and philanthropic basis, and may provide opportunity to be appreciated by the society.*

### **2.3. Corporate social responsibility, employer attractiveness and esteem need**

As stated before, CSR may lead firms to become appreciated by the society. This situation may occur in different forms such as high brand loyalty, being customers' first choice or employer attractiveness (He and Lai, 2014; Ersoy and Aksehirli, 2015; Chun and Bang, 2016). Berthon, et al. (2005) define employer attractiveness as the envisioned benefits that a potential employee sees in working for a specific organization. They also mention about five dimensions of employer attractiveness which are: interest value, social value, economic value, development value and application value. "Interest value" is the extent to which an employer provides attractive, desirable, exciting work environment, unique work practices and opportunity to show employees' creativity. "Social value" is about how much an employer good at providing happy working environment and good team working opportunities. "Economic value" is related with that whether an employer provides above average salary, compensation package, job security and promotional opportunities. "Development value" is associated with the degree to which an employer provides recognition, self-worth and confidence and valuable work experiences that will enhance employees' career. "Application value" relates to the degree to which an employer provides a customer oriented and humanitarian environment that employees may apply the things that they have learned and may teach these things to others.

Depending on five dimensions of employer attractiveness, it can be stated that an employer can become more attractive for potential employees when the employer fit to these employees' needs, personality, and values. (Roper, et al., 2013). Therefore, in order to become more attractive employer, it is important to use tools, that will satisfy employees' needs, by taking five dimensions of employer attractiveness into account. CSR can be thought as one of tools to increase employer attractiveness (Boğan, 2020) because CSR includes benefits, that are especially towards four dimensions of employer attractiveness; interest value, social value, development value and application value, such as providing relationship building-unifying process, having fun, feeling pride, developing skills, and building teamwork for both employees and employers (Supanti, et al., 2015; Ibrahim, 2017). As a specific form of employer attractiveness, the notion of "CSR based employer attractiveness", which is defined as an employer attractiveness resulted from benefits that are obtained by conducting CSR, will be used in this research. Therefore, this research assumes that CSR generates employer attractiveness.

Although CSR is assumed as a tool that leads to employer attractiveness (CSR based employer attractiveness), it cannot be stated that CSR creates employer attractiveness for each potential employee. As expressed before, employer attractiveness is closely related with satisfying employees' needs (Roper, et al., 2013). According to Rydström and Gran (2012), on the basis of Maslow's hierarchy of needs, CSR helps to satisfy the last three needs. There are also studies emphasizing that CSR satisfies especially esteem need of employees through working for a firm that have positive image resulted from conducting CSR (John, et al., 2019). Furthermore, it has shown that volunteer CSR can be considered as a positive predictor of employees' self-esteem (Bibi, et al., 2021). As seen, it is a controversial topic that which needs of employees can be met through CSR. By assuming that CSR generates employer

attractiveness and satisfying employees' needs is one of factors that make an employer more attractive; this research aims to find out which one/ones of employees' needs are important for CSR based employer attractiveness. In other words, it is intended to find that CSR makes an employer attractive for employees who feel what needs. Therefore, the first hypothesis of this research is constructed as follows:

**H1:** There is a positive and significant relationship between esteem need of employees and their CSR based employer attractiveness perception and no significant relationship between other needs (physiological need, safety need, love/belongingness need and self-actualization need) and CSR based employer attractiveness perception.

When lower-order needs in Maslow's hierarchy of needs are thought, it is possible to say that lower-order needs can be more easily satisfied with money than upper-order needs. However, CSR is assumed as a tool that can satisfy upper order needs in Maslow's hierarchy of needs (Rydström and Gran, 2012; John, et al., 2019). In this context, when it is also considered that there are research stating that income (salary) affects the relationship between CSR and employer attractiveness (Albinger and Freeman, 2000; Ibrahim, 2017) and income affect the employer attractiveness attributes/dimensions preferences (Pološki Vokić and Mostarac, 2019), the second hypothesis of this research is formed as is in follows:

**H2:** %5 of salary change generates significant difference among potential employees in terms of CSR based attractiveness perception.

Demographic characteristics are very important for human centered research. Lots of studies conducted in different research fields have taken demographic characteristics into account (Özkaya, et al., 2006; Dündar and Acar, 2008; Bakan, 2008). There are also research that focus on CSR based employer attractiveness by taking demographic characteristics such as education, gender, age, marital status, etc. into account (Hinson, et al., 2018; Katsanou, 2020). The reason to consider demographic characteristics in the field of CSR based employer attractiveness is that potential employees' perception on CSR may differ depending on their demographic characteristics. Therefore, this study would take demographic characteristics into account.

In lots of research studying human-related topics, gender differences have been examined (Lu, et al., 2020). Gender, that people have, is influential on their perceptions towards facts. According to Roberts (1993), concerns of women for others and society is higher than men as consumers. Ameen, et al. (1996) have found out that tolerance of females for academic misconduct is less compared to males. Ahmed and Seet (2010) have put forward that ethics and social responsibility conducts are more important for females than males while they are managing business. Hinson, et al. (2018) have concluded that firms' engagement in CSR is more important for males than females. Katsanou (2020) has stated that gender has ability to change the perceptions of individuals about the effect of CSR activities on the attractiveness of firms. Since the impact of gender on people's perceptions is clear, the third hypothesis of this research is constructed as follows:

**H3:** Gender of potential employees generates significant differences among potential employees in terms of CSR based employer attractiveness perception.

As people aging, their opinions and perceptions change. Since this is the case, human-focused research have generally taken age differences among their samples into account. By referring the literature, Klimkiewicz and Oltra (2017) have stated that young people exhibit deeper sensitivity toward ethical and CSR issues. Wisse, et al. (2018) have resulted that the impact of CSR on employee satisfaction is stronger for older employees relative to younger employees. Since age is influential on employees' opinions toward CSR, it is meaningful to examine age differences in the scope of this research. Therefore, the fourth hypothesis is formed as follows:

**H4:** Age of potential employees generates significant differences among potential employees in terms of CSR based employer attractiveness perception.

It is expected that as people are educated, their knowledge would increase. As a result of increase in knowledge, it is also expected that people's opinions change. In this sense, research, that focus on human, usually take education level of people into consideration. Quazi (2003) has stated that managerial commitment to CSR is connected to the acquired qualities such as education and training. Oo, et al. (2018) have found out that older and more educated employees exhibit higher CSR perception. Since this is the case, the fifth hypothesis of this research is as follows:

**H5:** Education level of potential employees generates significant differences among potential employees in terms of CSR based employer attractiveness perception.

Marriage brings additional responsibilities to people. As people's responsibilities change, their priorities in their jobs, social life, education, etc. change. Chen and Kong (2009) have studied out that there is a strong relationship between marital status and socially responsible consumption. Besser and Miller (2001) have found out that in terms of level of community social responsibility, there is a significant difference among business owner/managers according to their marital status. By taking into literature account, the last hypothesis of this research is constructed as follows:

**H6:** Marital status of potential employees generates significant differences among potential employees in terms of CSR based employer attractiveness perception.

### **3. Research Method**

Since this research is based on testing hypotheses, quantitative research method has been adopted in this research. In this sense, sampling and data collection techniques, factor analysis, reliability and validity and analyzing techniques will be discussed in this chapter. Then, results of analysis will be provided. All analysis was conducted by using SPSS.20. program.

#### **3.1. Sample and data collection**

In the scope of the research, primary data were used. Primary data were collected with the questionnaire which were constructed by combining and adapting Skirrow and Perry's (2009) questionnaire and Klimkiewicz and Oltra's (2017) questionnaire into Turkish context. The questionnaire also includes questions asking demographic information such as gender, marital status, age, and education level and two statements aiming to see impact of %5 change in salaries on potential



employees' behaviors against employers. The questionnaire was conducted in the year of 2019.

Table 2. Factor Loads

Statements in Initial Questionnaire	Factors (Variables)					
	Love/Belongingness Need	Self-Actualization Need	CSR Based Employer Attractiveness	Esteem Need	Safety Need	Physiological Need
Statement 20	0,864	0,033	0,036	0,197	0,098	0,063
Statement 18	0,809	0,353	0,119	0,077	-0,014	0,036
Statement 19	0,808	0,201	0,037	0,226	0,163	0,059
Statement 24	0,183	0,829	0,067	0,233	0,151	0,074
Statement 25	0,308	0,728	0,054	0,34	0,07	0,074
Statement 1	0,186	0,057	0,895	-0,069	-0,033	0,044
Statement 2	-0,048	0,05	0,873	0,235	0,08	0,04
Statement 23	0,198	0,239	0,114	0,839	0,082	0,054
Statement 22	0,319	0,361	0,066	0,732	0,125	-0,038
Statement 12	0,07	0,216	0,024	-0,031	0,872	-0,003
Statement 11	0,117	-0,024	0,02	0,204	0,86	0,115
Statement 8	0,098	0,097	0,072	0,02	0,092	0,98

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Since the questionnaire is adapted from different sources, it is required to conduct factor analysis. In order to understand whether data are applicable to use factor analysis, results of Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy and Bartlett's Test of Sphericity, and anti-image correlation matrices was examined. It can be stated that data are applicable for factor analysis in where KMO value is higher than 0.5, significance value of Bartlett's Test of Sphericity is smaller than 0.05, and diagonal values of anti-image correlation matrix are above 0.5. In this study, KMO and significance value of Bartlett's Test of Sphericity values was calculated as 0,894 and 0.000... respectively. Also, the smallest diagonal value in anti-image correlation matrix was calculated as 0,727 which satisfies the requirement for applicability of data for factor analysis. After that, factor loads and distribution of statements under factors was examined. Statements that have factor loads below 0.5 or damage the distribution of statements under factors was excluded from the questionnaire. In the last version of the questionnaire, CSR based employer attractiveness was measured with two statements, physiological need was measured with one statement, safety need was measured with two statements, love/belongingness need was measured with three statements, esteem need was measured with two statements and self-actualization need was measured with two statements. Therefore, 12 statements out of 26 was included in the last version of the questionnaire. Factor loads of these 12 statements is represented in table 2, and factors are named as CSR based employer attractiveness (statements of 1 and 2), physiological need (statement of 8), safety need (statements of 11 and 12), love/belongingness need (statements of 18, 19 and 20), esteem need (statements of 22 and 23) and self-actualization need (statements of 24 and 25). The last version of the questionnaire is provided in appendix 1. In addition, cumulative total variance explained was calculated as %82,03.

Table 3. Sampling Criteria

Population	±0.03 sampling error (d)			±0.05 sampling error (d)			±0.10 sampling error (d)		
	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7
100	92	87	90	80	71	77	49	38	45
500	341	289	321	217	165	196	81	55	70
750	441	358	409	254	185	226	85	57	73
1000	516	406	473	278	198	244	88	58	75
2500	748	537	660	333	224	286	93	60	78
5000	880	601	760	357	234	303	94	61	79
10000	964	639	823	370	240	313	95	61	80
25000	1023	665	865	378	244	319	96	61	80
50000	1045	674	881	381	245	321	96	61	81
100000	1056	678	888	383	245	322	96	61	81
1000000	1066	682	896	384	246	323	96	61	81
100 Million	1067	683	896	384	245	323	96	61	81

Source: Yazicioğlu and Erdoğan (2004)

In the scope of this research, population was determined as those people that are above 16 (minimum age that is required to work in Turkish Labor Law) and do not have any obstacles (disability, imprisonment, etc.) to work in Turkey. Since this research aims to examine CSR based employer attractiveness, it is logical to include people that have connection or possibility to have connection with employers. Due to large population size, in order to provide representativeness of the population better, the sample size was determined as 384 at 0.05 sampling error by referring Yazicioğlu and Erdoğan (2004) (table 3). These 384 people was determined by using convenience sampling technique. The reason to do not use random sampling techniques, which are better than non-random sampling techniques including convenience sampling technique, is that it is hard to know each person in the population and to reach them randomly.

### 3.2. Reliability and validity

Whether research adopts qualitative research method or quantitative research method, it is obligation for research to give convincing answers to the research questions/problems. In this sense, it is important for research to provide information about reliability and validity of the research. In the scope of this research, in order to show reliability, Cronbach alpha coefficient, which is excessively used by the literature, was calculated. Research can be considered as reliable in where Cronbach alpha coefficient is above 0.5 as accepted by the literature. Cronbach alpha coefficient for this research was calculated as 0,684 which is above accepted value by the literature. This result can be shown as a clue for the reliability of the research.

Table 4. Correlation Matrix for CSR Based Employer Attractiveness

		Statement 1	Statement 2
Statement 1	Pearson Correlation	1	,597**
	Sig. (2-tailed)		,000
	N	384	384
Statement 2	Pearson Correlation	,597**	1
	Sig. (2-tailed)	,000	
	N	384	384

\*\* Correlation is significant at the 0,01 level (2-tailed)

Table 5. Correlation Matrix for Maslow's Needs of Hierarchy

		PN	SN	LBN	EN	SELFN
PN	Pearson Correlation	1	,183**	0188**	0113*	,205**
	Sig. (2-tailed)		,000	,000	0,027	,000
	N	384	384	384	384	384
SN	Pearson Correlation	,183**	1	,236**	,275**	,285**
	Sig. (2-tailed)	,000		,000	,000	,000
	N	384	384	384	384	384
LBN	Pearson Correlation	,188**	,236**	1	,519**	,532**
	Sig. (2-tailed)	,000	,000		,000	,000
	N	384	384	384	384	384
EN	Pearson Correlation	,113*	,275**	,519**	1	,640**
	Sig. (2-tailed)	0,027	,000	,000		,000
	N	384	384	384	384	384
SELFN	Pearson Correlation	,205**	,285**	0,532**	,640**	1
	Sig. (2-tailed)	,000	,000	,000	,000	
	N	384	384	384	384	384

\*\* Correlation is significant at the 0,01 level (2-tailed).

\* Correlation is significant at the level 005 level (2-tailed).

Note: PN: Physiological Needs; SN: Safety Needs; LBN: Love/Belongingness Need; EN: Esteem Need; SELFN: Self-actualization Need

In order to show whether the research is valid, examination of factor loads, and correlation matrices was preferred as done in the literature. Factor loads above 0.5 are generally considered as a clue for validity. As can be seen from table 2 above, factor loads of statements are above the accepted value of 0.5. Also, correlation matrices are shared in table 4 and table 5 below. Since two different scale was used, two different correlation matrices were produced. Significant correlation among dimensions is perceived as a support for research validity. As can be seen from tables, there are significant correlations among dimensions of each scale. Therefore, it can be stated that the research is valid as well.

### 3.3. Characteristics of the sample

Demographic characteristics of research sample are shared with details in table 6 below. As seen from table 6, the number of females participating to the

research is higher than the number of males. Also, almost 50% of individuals in the sample are between 26 and 35. In addition, the share of single persons in the sample is more than married and divorced people. Lastly, almost all people in the sample have undergraduate degree or above.

Table 6. Demographic Characteristics of the Sample

Gender	Age Groups					Marital Status		
	16-25	26-35	36-45	46-55	56 - Above	Single	Married	Divorced
Male (121)	22	68	26	4	1	71	45	5
Female (260)	72	127	51	9	1	167	80	13
Prefer not to say (3)	0	3	0	0	0	3	0	0
Total (384)	94	198	77	13	2	241	125	18

Gender	Education Level					
	Primary S.	Secondary S.	High S.	Associate D.	Undergraduate	Graduate
Male (121)	0	0	0	0	41	80
Female (260)	0	0	5	1	89	165
Prefer not to say (3)	0	0	0	0	1	2
Total (384)	0	0	5	1	131	247

In some demographic characteristics, there is not enough number of people to conduct analysis that measure differences between certain groups. For this reason, while conducting these kinds of analyses, this research has excluded the individuals that say “prefer not to say” their gender, are above 46 (46 – 55, and 56 and above), are divorced and do not have undergraduate degree or above.

#### 4. Research Analysis and Results

In order to control whether data are appropriate to use parametric analysis techniques, data was controlled to understand that whether data are normally distributed, target groups have same variance and have no multi-collinearity issue. In this sense, Shapiro Wilks Test score, skewness, and kurtosis values, Levene test score and variance inflation factor (VIF) value was calculated. Shapiro Wilks Test is a widely used test to check normality. It is possible to say that data are normally distributed in where the results of Shapiro Wilks Test are above 0,05. However, in social sciences, it is very difficult to have perfect normal distribution. Therefore, it is recommended to check skewness and kurtosis values in case of Shapiro Wilks Test results do not indicate normal distribution. In the literature, there is no consensus on what skewness and kurtosis values should be to state that data are near to normal distribution. George (2011) state that it is enough to have skewness and kurtosis values between “-2” and “+2”. On the other hand, Byrne (2011) has argued that values between “-7” and “+7” for kurtosis value is acceptable. In this research, values between “-2” and “+2” for skewness and “-7” and “+7” for kurtosis was accepted as a clue for normal distribution. In order to understand whether target groups have same variance, levene test was used. It is required to have levene test score greater than 0,05. Lastly, data must be checked for multi-collinearity issues. In this sense, variance inflation factor (VIF) values were calculated. It can be stated that there is no multi-collinearity issue in where VIF values are smaller than “3”.

The results for each analysis are summarized in table 7 and table 8. According to table 7 and 8, it can be said that there are not any obstacles to use parametric analysis techniques in the scope of this research.

Table 7. Appropriateness Test Scores of Data for Normal Distribution (1)

	Shapiro Wilks Test	Skewness Value	Kurtosis Value	Levene Test
<b>CSR Based Employer Attractiveness</b>	0,000...	-0,699	-0,036	Dependent V.
<b>Physiological Need</b>	0,000...	-1,629	2,443	0,186
<b>Safety Need</b>	0,000...	-1,399	1,411	0,294
<b>Love/Belongingness Need</b>	0,000...	-1,198	1,183	0,458
<b>Esteem Need</b>	0,000...	-0,975	0,629	0,73
<b>Self-Actualization Need</b>	0,000...	-1,362	1,751	0,631

Table 8. Appropriateness Test Scores of Data for Normal Distribution (2)

Variance Inflation Factor (VIF)					
	Physiological Need	Safety Need	Love/Belongingness Need	Esteem Need	Self-Actualization Need
Physiological Need		1,056	1,064	1,07	1,059
Safety Need	1,112		1,127	1,118	1,12
Love/Belongingness Need	1,516	1,525		1,42	1,412
Esteem Need	1,849	1,834	1,722		1,416
Self-Actualization Need	1892	1,9	1,771	1,464	

Since the first hypothesis claims a positive and significant relationship between esteem need of employees and their CSR based employer attractiveness perception and no significant relationship between other needs and CSR based employer attractiveness perception, regression analysis was preferred to test the first hypothesis. The significance value for the model occurred below "0,05" in which means that the model is significant. The results of regression analysis are represented in table 9. As is seen in table 9, the first hypothesis was approved. Also, it is seen that other needs do not have statistically significant relationship with CSR based employer attractiveness.

Table 9. Results of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,02E-05	0,000		6,787	0,000
	PN	0,111	0,059	0,096	1,87	0,062
	SN	-0,001	0,056	-0,001	-0,023	0,982
	LBN	0,081	0,077	0,064	1,041	0,299
	EN	0,186	0,075	0,168	2,473	0,014
	SELFN	0,023	0,081	0,02	0,287	0,0775

a. Dependent Variable: CSR Based Employer Attractiveness

Note: PN: Physiological Needs; SN: Safety Needs; LBN: Love/Belongingness Need; EN: Esteem Need; SELFN: Self-actualization Need

Table 10. The Results of Paired Sample T Test

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	Before %5 Salary Change	0,23958	0,96945	0,04947	0,14231	0,33685	4,843	383	0,000
	After %5 Salary Decrease								

Table 11. Descriptive Statistics for Paired Sample T Test

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Before %5 Salary Change	2,2005	384	0,8725	0,04452
	After %5 Salary Decrease	1,9609	384	0,83715	0,04272

In order to test second hypothesis which proposes that %5 of salary change generates significant difference among potential employees in terms of CSR based attractiveness, paired samples T test was used. The results of paired sample T test are represented in table 10 and 11. As is seen in table 10, since significance value is below 0,05, it can be said that the second hypothesis is approved. In other words, %5 salary change impacts CSR based employer attractiveness. When table 11 is examined, it is seen that %5 reduction in salary decreases the CSR based employer attractiveness.

Depending on number of groups, whether independent samples T test or one-way ANOVA was used to test next hypotheses. In the testing of the third hypothesis, independent samples T test was used. According to results of the test, the significance value occurred below the 0,05 and mean of male's CSR based employer attractiveness (3,57) has found smaller than mean of female's CSR based employer attractiveness (4,00). Therefore, the third hypothesis of this research was approved. The rest of the hypotheses was tested with appropriate analysis techniques; however, they could not be approved.

## 5. Conclusion and Discussion

The topic of CSR and employer attractiveness as a source of competitive advantage has taken the attention of the scholar of this research. In this sense, the concept of CSR based employer attractiveness has been proposed and its relationship with potential employees' needs has constituted the focus of this research. The main claim of this research was that CSR based employer attractiveness perception is affected by potential employees' needs. The employees' needs were classified according to Maslow's hierarchy of needs and the relationship of each need with CSR based employer attractiveness was examined. Also, since salary (money) is one of main tools used to satisfy especially lower order needs in Maslow's hierarchy of needs, the impact of decrease in salary on CSR based employer attractiveness perception was included in the scope of this research. Lastly, since it is claimed that demographic differences among people generates differences in their perception

towards facts including employer attractiveness, how differences in demographic characteristics of individuals create differences among people in terms of their CSR based employer attractiveness perception was also examined.

The results have shown that CSR based employer attractiveness perception is affected by esteem need of employees and all other needs do not have statistically significant impact on CSR based employer attractiveness. Here, it is important to remind that this study only takes one specific form of employer attractiveness (CSR based employer attractiveness) into account, and other needs, and tools used to satisfy these needs might be influential on employer attractiveness. This result would provide helpful insights to the literature. From these results, it is clear that CSR cannot be used to attract each potential employee. Therefore, it is required to analyze potential and talented employees' needs in order to use CSR as an effective tool to generate employer attractiveness. Since talented employees are one of the sources of competitive advantage, it is important to know the ways to attract these employees. In this sense, as the results of this research indicate, it would be beneficial to underline the CSR activities of a firm during the process that a firm wants to hire talented employees who feel esteem need, and to determine other tools for attracting employees who feel other needs.

The results have also shown that CSR based employer attractiveness perception decreases in where salary decreases by %5. It is obvious that a firm, that wants to use CSR as a tool to attract potential talented employees, should offer a salary which is not below the salary offered by other firms. This situation can be thought from the perspective of Two Factor Theory proposed by Frederick Herzberg. In terms of employee motivation, Herzberg has introduced two types of factors: hygiene factors and motivator factors. According to his theory, hygiene factors are related with dissatisfaction and do not lead an increase in employees' motivation. Employees will feel satisfaction (not motivation) in where an employer eliminates hygiene factors such as unfavorable physical conditions, lower salary, etc. (Robbins and Judge, 2010). In case of hygiene factors are not eliminated, employees couldn't be expected to become motivated employees. On the other hand, an employer should provide motivators such as personal development, success, promotion opportunities, etc. in order to motivate employees. In terms of hygiene and motivator factors perspective, while salary can be thought as hygiene factor for CSR based employer attractiveness, CSR can be considered as a motivator (attractor) factor which generates employer attractiveness.

Lastly, the results of this study have exhibited that demographic characteristics included in this research except gender are not influential on CSR based employer attractiveness perception. According to results of this study, females' CSR based employer attractiveness is higher than males' CSR based employer attractiveness. It can be considered as a clue for that CSR is more important for females than males in the process of evaluating potential employers. It is meaningful to have differences between male and female in terms of CSR based employer attractiveness because there are proved psychological differences between genders. Roberts (1993) has found out that women exhibit more concern for others and society as consumers in their behavior and decision making. Ahmad and Seet (2010) have reached to the result that women attach more importance to ethics and social responsibility conducts

compared to men in managing business. Since this is the case, it is important for a firm to consider gender differences while approaching to potential employees in hiring process. In this sense, more emphasis on CSR would be beneficial to attract talented women employees. The rejection of fourth and fifth hypotheses that take age and education level into account may be resulted from lack of number of participants required to all determined groups. As stated before, participants who are above 46 and are not graduated from undergraduate level or above couldn't be included in analysis. Since this is the case, it is logical to do not see significant differences between undergraduate level and graduate level, which can be considered as high education level, and between 16-25, 26-35 and 36-45 age groups that can be considered as relatively young groups compared to 46-55 and 56-above age groups. The rejection of sixth hypothesis might depend on non-inclusion of number of children of married participants and the number of single participants which is almost two times higher than number of married participants. The increase in number of children of participants, which means increase in responsibilities of participants, may change their priorities while choosing job, accordingly, their CSR based employer attractiveness perception. Also, since the number of single participants is too much higher than the number of married participants, the results may not be accurate.

In sum, this study has shown that CSR based employer attractiveness changes depending on potential employees' needs. In this sense, firms must analyze their potential employees' needs and use tools that satisfy potential employees' needs in order to attract talented employees. Also, this research has exhibited that it is required to provide at least same salary with other firms to use CSR as an effective tool to attract potential employees. Lastly, the results have indicated that it would be beneficial to emphasize CSR more when firms want to hire talented women employees. Since there is not perfect study, this research includes some limitations as well. First, non-existence of sufficient number of participants in each group generates a limitation for this research. In the circumstances, analysis among each group could not be conducted. Moreover, having information about the number of kids, that participants have, would be beneficial to have better understanding about the topic. Due to impact of having kids on people's responsibilities, it would provide additional information in the scope of this research. Lastly, in order to obtain detailed information, qualitative data might be collected. This situation may prevent to observe tacit relationships.

This research provides some future research directions for scholars. In the future research, it would be beneficial to make need-based analysis for different tools used to generate employer attractiveness. Since each tool does not generate same employer attractiveness for employees having different needs, it would be logical to examine the impact of different tools on employer attractiveness perception of employees feeling different needs. Also, following research may include additional variables such as the number of kids, industry average salary, etc. to observe undiscovered relationships. Furthermore, it is important to conduct qualitative research which enable researchers to discover detailed information and tacit relationships. In this sense, the questions such as what is the meaning of CSR which is attributed by different employees, or what motivate employees to work in a firm conducting CSR might be answered by leveraging advantages of qualitative research. Lastly, the impact of different dimensions of CSR on employer attractiveness might be examined in the future research.



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## Appendices

### Appendix-1

#### KURUMSAL SOSYAL SORUMLULUK VE İŞVEREN ÇEKİCİLİĞİ

Sayın Katılımcı,

Bu çalışma Arş. Gör. Emre Bilgiç tarafından bireysel olarak yürütülen bilimsel bir çalışmadır. Çalışmanın amacı firmaların kurumsal sosyal sorumluluk faaliyetleri, çalışan ihtiyaçları ve iş veren çekiciliği arasındaki ilişkiyi açığa çıkarmaktır. Ankette vereceğiniz bilgiler hiçbir şekilde 3. şahıslarla paylaşılmayacak ve bilimsel yöntem ve tekniklerle değerlendirilecektir. Anket ortalama 3-4 dakika sürmektedir. İstedığınız zaman anketten ayrılma hakkına sahipsiniz. Anketten ayrılmanız durumunda vermiş olduğunuz hiçbir bilgi kayıt edilmemektedir. Ankete gösterdiğiniz ilgi ve araştırmaya yaptığınız katkıdan dolayı teşekkür eder, saygılarımı sunar, iş ve çalışmalarınızda başarılar dilerim.

#### ANKETİ YAPAN KİŞİ HAKKINDA BİLGİLER

Cinsiyetiniz:

Erkek  Kadın  Belirtmek İstemiyorum

Yaşınız:

16 – 25  26 – 35  36 – 45  
 46 – 55  56 ve üstü

Eğitim Seviyeniz:

İlkokul  Ortaokul  Lise  
 Önlisans  Lisans  Lisansüstü

Medeni Haliniz:

Bekar  Evli  Boşanmış

#### ARAŞTIRMA ANKETİ

Lütfen size uygun olan seçeneğe "X" işareti koyunuz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
1) Sosyal sorumluluk sahibi olduğumu düşündüğüm bir firmada iş bulmak benim için önemlidir. (Statement 1 in initial questionnaire)					
2) İş tekliflerini incelerken, firmanın sosyal sorumluluk sahibi olup olmadığına dikkat ederim. (Statement 2 in initial questionnaire)					

3) Yemek yeme, uyuma ve ısınma gibi temel ihtiyaçlarımın karşılandığını hissediyorum. (Statement 8 in initial questionnaire)					
4) Kendimi kasten incitiyorum gibi hissediyorum. (Statement 11 in initial questionnaire)					
5) Kendimi öldürmeye çalışıyor gibi hissediyorum. (Statement 12 in initial questionnaire)					
6) Arkadaşlıklarımı sürdürebilirim. (Statement 18 in initial questionnaire)					
7) Başkaları tarafından kabul edilmiş hissediyorum. (Statement 19 in initial questionnaire)					
8) Kız ve erkek arkadaşlarımla mutlu hissediyorum. (Statement 20 in initial questionnaire)					
9) Kendime güveniyorum. (Statement 22 in initial questionnaire)					
10) İstediğim şeyi başardığımı hissediyorum. (Statement 23 in initial questionnaire)					
11) Hayatın değerli olduğunu hissediyorum. (Statement 24 in initial questionnaire)					
12) Kim olduğumu kabul ettiğimi hissediyorum. (Statement 25 in initial questionnaire)					