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How CSR Shapes Employees' Pro-Environmental Behaviors: Mediating and Moderating Mechanisms

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ABSTRACT

This study investigates the impact of corporate social responsibility (CSR) practices on employees' pro-environmental behaviors (PEB), examining environmental commitment (EC) as a mediating mechanism and moral reflectiveness (MR) as a potential boundary condition. Responding to calls for stronger micro-level theorization in CSR research, the study focuses on how organizational environmental initiatives are cognitively and attitudinally internalized by employees. Survey data were collected from 848 employees working in a large manufacturing firm in Türkiye. The data were analyzed using exploratory and confirmatory factor analyses and PROCESS Macro Model 5. The findings reveal that CSR significantly enhances employees' environmental commitment and pro-environmental behaviors, and that EC partially mediates the relationship between CSR and PEB. This result highlights the importance of individual-level psychological processes in translating CSR initiatives into behavioral outcomes. Although the hypothesized moderating effect of moral reflectiveness was not supported, this finding suggests that the influence of moral cognition on environmental behavior may be context-dependent and sensitive to measurement characteristics. Overall, the study contributes to the micro-CSR literature by providing empirically grounded and methodologically cautious insights into employee-level environmental behavior and offers practical implications for organizations seeking to promote sustainability through participatory CSR practices.

Keywords: Corporate Social Responsibility, Pro-Environmental Behavior, Moral Reflectiveness, Environmental Commitment, Employees.

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INTRODUCTION

In recent years, global warming and its associated consequences—such as extreme temperatures, melting polar ice, natural disasters, and widespread epidemic diseases—have posed serious threats to human health, existence, and the natural environment. Corporate Social Responsibility (CSR) initiatives have increasingly been recognized as a strategic approach for businesses to address environmental and social concerns (Afsar & Umrani, 2020). However, the existing literature on CSR predominantly focuses on the macro level, examining organizational outcomes or societal impacts, with limited attention to micro-level effects, particularly how CSR activities implemented in workplaces influence employees' behaviors (Afsar & Umrani, 2020).

Within CSR, sub-dimensions such as environmental, social, economic, legal, ethical, and philanthropic responsibilities are widely studied. Among these, the environmental dimension is especially important for enhancing sustainable practices within organizations, as

it encourages employees to engage in pro-environmental behaviors (PEBs). Examples of PEBs in the workplace include using stairs instead of elevators, printing on both sides of the paper, reducing electricity and water consumption, and maintaining cleanliness in the office (Afsar & Umrani, 2020).

Theoretical frameworks commonly used to study PEBs include Norm Activation Theory (Schwartz, 1977), which explains the role of moral norms in motivating environmentally responsible behaviors, and the Theory of Planned Behavior (Ajzen, 1991), which examines individual-level behavioral intentions. In this study, we focus on two individual-level factors that may influence employees' PEBs: moral reflectiveness (MR) and environmental commitment (EC). MR is defined as the extent to which individuals evaluate their decisions through a moral lens in both professional and personal contexts (Reynolds, 2008). Within this study, MR encompasses employees' beliefs, attitudes, and behaviors regarding environmental issues through a moral framework. EC, on the other hand,

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refers to employees' engagement in environmental discussions at the workplace, motivation to encourage colleagues' environmental behaviors, and the sharing of environmental knowledge and practices (Afsar & Umrani, 2020).

The main research questions guiding this study are:

1. Do CSR activities implemented in enterprises influence employees' PEBs?
2. Do employees' EC, moral reflections, and environmental awareness mediate or moderate the relationship between CSR and PEBs?

By examining these questions, the study aims to reveal the relationships between CSR policies, employees' moral and environmental attitudes, and their PEBs. The findings provide both theoretical contributions, by extending micro-level CSR research in the Turkish context, and practical implications, by highlighting actionable strategies for businesses to promote sustainable behaviors among employees.

CONCEPTUAL FRAMEWORK

Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) policies implemented by business owners and managers serve as an important mechanism through which employees form attitudes toward their organizations. Social and environmental practices adopted by firms are commonly grounded in legitimacy theory, which suggests that organizations seek to align their actions with societal expectations in order to maintain legitimacy and public approval (Jenkins, 2004). In recent years, increasing pressure from society, policymakers, non-governmental organizations, and international institutions has compelled corporations to expand and strengthen their CSR practices.

This pressure has been intensified by the rapid escalation of environmental problems, including environmental pollution, excessive consumption of natural resources, and harmful emissions resulting from human-centered economic activities. Such practices have significantly contributed to environmental degradation and climate-related challenges (Hazir, 2018). In response, businesses are increasingly expected to adopt environmentally responsible policies and practices.

Organizations that successfully integrate environmental responsibility into their CSR strategies are more likely to receive positive responses from both employees and the

broader society. Gaining such support enables firms to pursue sustainable growth and long-term development. Consequently, businesses are expected to demonstrate heightened sensitivity toward environmental protection and pollution reduction, particularly in their efforts to contribute to a more livable world for future generations.

Pro-Environmental Behaviors of Employees (PEB)

Businesses need to gain the support of their employees while engaging in corporate social responsibility activities and applying certain environmental practices. Businesses also play an influential role in employees' PEB. Although businesses create their corporate missions and goals based on environmental principles, the environmental awareness and environmental attitudes of their employees should also support this situation. Environmental policies implemented unilaterally by businesses are not sufficient, and at the same time, motivating employees to develop their attitudes toward environmental issues is effective in the success of businesses' policies towards environmental sustainability. Business owners should consult their employees when making decisions on environmental issues. Businesses should organize in-service activities such as meetings and seminars on environmental issues and help their employees develop ideas on environmental issues. According to the theory of reciprocity, both business owners and employees should encourage each other to generate and implement ideas on environmental issues. Thus, employees will positively contribute to the environmental performance of businesses with environmentally friendly behaviors such as recycling, pollution control, and providing solutions to environmental problems.

Moral Reflectiveness (MR)

Moral reflectiveness (MR) represents the extent to which individuals habitually consider moral principles and ethical implications when making decisions in both their professional and private lives (Reynolds, 2008). Although moral values may differ across cultures, they fundamentally emphasize responsibility and conscientiousness, rendering morality universal in its core meaning (Arslan, 2019). From a micro-level perspective, employees with high MR are more likely to cognitively process organizational practices through a moral lens, which heightens their sensitivity to ethically relevant cues in the workplace.

When organizations engage in corporate social responsibility (CSR) initiatives, particularly those related to environmental protection, such initiatives function

as moral signals. Employees who strongly identify with their organization tend to internalize these signals and perceive organizational actions as reflections of shared moral values. In this context, employees with higher MR are more likely to interpret CSR practices as sincere moral commitments rather than symbolic actions, thereby activating their moral awareness. This heightened moral activation increases the likelihood of engaging in pro-environmental behaviors (PEB), as employees feel a stronger ethical obligation to act in environmentally responsible ways (Afsar & Umrani, 2020).

Accordingly, MR can be conceptualized as a key individual-level characteristic that shapes how employees interpret and respond to organizational CSR initiatives, suggesting its potential role in strengthening the relationship between CSR and pro-environmental outcomes.

Based on the above arguments, employees do not respond uniformly to corporate social responsibility initiatives. Individual differences in moral reflectiveness shape how employees perceive, interpret, and internalize the ethical content of CSR practices. While CSR initiatives may signal environmental responsibility at the organizational level, their influence on employees' environmental concern depends on the extent to which employees cognitively and morally engage with these signals. Employees with higher levels of moral reflectiveness are more likely to activate moral norms in response to CSR practices, leading to stronger environmental concern and, consequently, more pronounced pro-environmental responses. In contrast, employees with lower moral reflectiveness may process CSR initiatives more superficially, limiting their attitudinal impact. Therefore, moral reflectiveness is expected to function as a boundary condition that influences the strength of the relationship between CSR and environmental concern.

Environmental Commitment (EC)

Corporate social responsibility (CSR) policies implemented by business owners and managers play a central role in shaping employees' attitudes toward their organizations. Grounded in legitimacy theory, CSR practices—particularly those related to environmental responsibility—enable organizations to align their activities with societal expectations and maintain social approval (Jenkins, 2004). Growing environmental challenges, such as pollution, excessive resource consumption, and harmful emissions resulting from human-centered economic activities, have intensified

public and institutional pressure on firms to adopt more sustainable practices (Hazır, 2018). In response, organizations are increasingly expected to integrate environmental protection into their CSR strategies in order to support long-term sustainability and societal well-being.

However, the effectiveness of CSR initiatives largely depends on how employees perceive and internalize these practices. Pro-environmental behaviors (PEB) in the workplace—such as conserving energy, reducing waste, recycling, and maintaining cleanliness—are critical for translating organizational CSR policies into tangible environmental outcomes. While organizations may design environmentally responsible policies, employee engagement and participation remain essential for their successful implementation. From a reciprocity perspective, when organizations demonstrate commitment to environmental responsibility, employees are more likely to reciprocate through environmentally responsible behaviors.

Individual-level moral and psychological factors further shape employees' responses to CSR initiatives. Moral reflectiveness (MR) refers to the extent to which individuals habitually consider moral principles and ethical implications when making decisions in both professional and private contexts (Reynolds, 2008). Employees with high levels of MR are more likely to cognitively process CSR initiatives as meaningful moral signals rather than symbolic actions. When organizations are perceived as sincerely engaging in social and environmental responsibility, employees' moral awareness is activated, strengthening their sense of ethical obligation and increasing their likelihood of engaging in PEB (Afsar & Umrani, 2020).

In addition, environmental commitment (EC) represents employees' emotional, cognitive, and psychological attachment to environmental protection within the workplace. Rooted in interdependence theory (Kelley & Thibaut, 1978) and commitment theory (Rusbult, 1980; Meyer & Herscovitch, 2001), EC reflects the degree to which employees internalize environmental responsibility as part of their organizational identity. Employees with strong environmental commitment are intrinsically motivated to support environmental initiatives and consistently engage in pro-environmental behaviors. Accordingly, EC functions as a key psychological mechanism through which CSR initiatives influence employees' PEB.

Examining Relationships Between Variables And Developing Hypotheses

The Relationship Between CCR and Employees' EC

CSR practices, which are among the business policies determined by business owners, help improve the EC of employees (Farrukh and Sajid, 2020: 761). When the literature is examined, it is claimed that employees' level of commitment to the social responsibility policies implemented by their workplaces positively affects their attitudes toward environmental issues and their level of environmental commitment (Afsar et al., 2018). In a scientific study, it was statistically found that there is a significant and positive relationship between CSR and EC (Afsar and Umrani, 2020: 117). The following hypothesis was developed based on the literature:

H₁: CSR has a significant and positive effect on EC.

The Relationship between CSR and Employees' PEBs

When businesses inject CSR practices that include environmental and social responsibilities into the workplace, this triggers positive behavior from employees (Afsar et al., 2018). Thanks to the CSR policies implemented by business owners and supervisors to protect the natural environment, employees' awareness of environmental problems increases. Thus, employees choose to exhibit more environmentally sensitive behaviors (Afsar and Umrani, 2020). Thanks to CSR activities implemented in the workplace, employees can develop environmental awareness and engage in more environmentally friendly behaviors (Cheema et al, 2019: 617).

According to Environmental (Green) Theory, CSR activities; mobilize business management for corporate sustainability (Dunne et al., 2013). In their empirical research on the PEB of university employees Tian and Robertson (2017); found that employees should be more careful when using computers, using heating and lighting devices, printing documents and copying them on a photocopier, and recycling valuable office supplies. In an academic study, it was determined that CSR policies implemented in workplaces have a positive effect on employees' PEBs (Tian and Robertson, 2017). The following hypothesis was developed by adhering to the research model:

H₂: CSR affects employees' PE in a positive and meaningful way.

The Relationship Between Employees' EC and PEBs

Increasing the level of environmental commitment of employees contributes to increasing the environmental quality regarding environmental issues and solving environmental problems (Afsar and Umrani, 2020: 114). A study has shown that measures that increase employees' EC in the workplace positively affect their attitudes and behaviors toward solving environmental problems (Afsar et al., 2018). Cantor et al., (2012) found that in the model they developed using Organizational Support Theory (OST), the effect of employees' EC on PEC was positive (Cantor et al., 2012: 34). Cantor et al. (2012) developed two hypotheses. One of these hypotheses is, "The higher the perception of organizational support in employees, the more emotionally attached they are to the workplace and exhibit PEB" Another hypothesis developed within the scope of the study is; It was as follows: "The higher the emotional EC, the higher the participation in PEBs." In this study, we claim that employees' EC will positively affect their PEBs. Afsar and Umrani reported in their study in 2020 that employees' EC positively affects their PEC (Afsar and Umrani, 2020: 117). The following hypothesis was developed by adhering to the research model:

H₃: Employees' EC positively affects PEBs.

The Mediating Role of EC

When the literature is examined, it has been statistically proven that the EC variable has a mediating role in the relationship between CSR and PEBs (Afsar et al., 2018). It has been revealed in the literature that employees' PEBs behaviors are affected by CSR activities implemented in the workplace. The mediating role of EC in this relationship has also been identified (Anderson and Bateman, 2000). Afsar and Umarini in their study in 2020; found that EC mediates the relationship between CSR and PEB (Afsar and Umrani, 2020: 109-114-120). Morgan and Hunt (1994), found that employee commitment had a mediating role in successful business relationships. In the light of the information obtained as a result of the literature research, hypothesis was developed:

H₄: EC has a mediating role in the relationship between CSR and PEBs.

The Moderating Role of Moral Reflectiveness

Moral reflectiveness (MR) refers to the extent to which individuals habitually reflect on moral principles and consider the ethical implications of their actions (Reynolds, 2008). While previous research has not explicitly examined the moderating role of MR in the CSR

Table 1: Scale Adaptation Steps

1. Step	First of all, it was decided to use scales developed by the foreign culture.
2. Step	The scales used were translated into Turkish by 2 experts.
3. Step	It was translated from Turkish to English by 2 experts.
4. Step	During the adaptation phase of the study, the opinions of 3 academicians who were experts in their fields were consulted.
5. Step	Testing reliability and validity (Cronbach Alpha, DFA, and KFA).

Source: Gürbüz and Şahin, 2016: 196

→ EC relationship, integrating moral cognition theory, micro-CSR literature, and norm activation theory provides a robust theoretical justification for this interaction.

From a micro-CSR perspective, CSR initiatives function as moral and ethical signals that are cognitively processed by employees (Gond et al., 2017; Newman et al., 2020). However, employees differ significantly in how attentively they perceive, interpret, and internalize these signals. Individuals with high MR are more likely to engage in ethical sensemaking, actively reflecting on the moral meaning of organizational practices (Reynolds, 2008). Consequently, they are more sensitive to CSR initiatives and more likely to interpret them as genuine moral commitments rather than symbolic actions.

Consistent with norm activation theory, CSR initiatives activate moral norms only when individuals cognitively recognize and reflect upon their ethical content (Schwartz, 1977). Employees with high MR are therefore more likely to experience heightened environmental concern when exposed to CSR practices, as they perceive a stronger moral obligation to respond to environmental issues. In contrast, employees with low MR may process CSR initiatives superficially, limiting their impact on EC.

Empirical evidence indirectly supports this mechanism. Rupp et al. (2013) demonstrate that MR strengthens the effects of CSR on organizational citizenship behaviors (OCB), suggesting that MR amplifies employees' attitudinal and behavioral responses to CSR-related cues. Extending this logic to the environmental domain, MR can be expected to condition the strength of the CSR → EC relationship.

Accordingly, MR functions as a boundary condition that determines when and for whom CSR initiatives translate into heightened environmental concern. Accordingly, the following hypotheses are proposed:

H5: The MR variable has a moderating role in the effect of CSR on EC.

METHOD

The quantitative data collection method was preferred. The reason for this is that analyses of quantitative data produce more valid and reliable results. Comments based on analyses made with the quantitative data method are more objective. In the quantitative data collection method, the scales used in the survey forms are obtained in two ways. The first is a new scale development study. The second way is to conduct a scale reliability and validity study to determine whether scales previously developed in a different culture(s) adapt to one's own culture. The scales used within the scope of the study were preferred as those that could best reflect the purpose of the study (Gürbüz and Şahin, 2016: 191). The steps stated in Table 1 were followed in translating the scales used in this study into Turkish.

The developed survey form received permission for data collection from the Hasan Kalyoncu University Social and Human Sciences Ethics Committee. The population of the study is Merinos A.Ş. constitute the employees. Merinos Inc. It has approximately 3500 employees. On October 12, 2020, Merinos A.Ş. In the telephone conversation with the Deputy Chairman of the Board of Directors, Mr. Ali ERDEMOĞLU, detailed information about the study was given and permission to conduct the survey was requested. Ali ERDEMOĞLU welcomed this request and Merinos A.Ş. It was directed to General Manager Mr. Fahrettin ŞEKER. With the support of the authorities for the collection of data, data was collected from 920 employees between January 11, 2021 and February 12, 2021. While the data was entering the system, it was understood that there were incorrect and incomplete data. 72 survey forms belonging to careless users were removed from the analysis. It was decided to perform statistical analysis with 848 data.

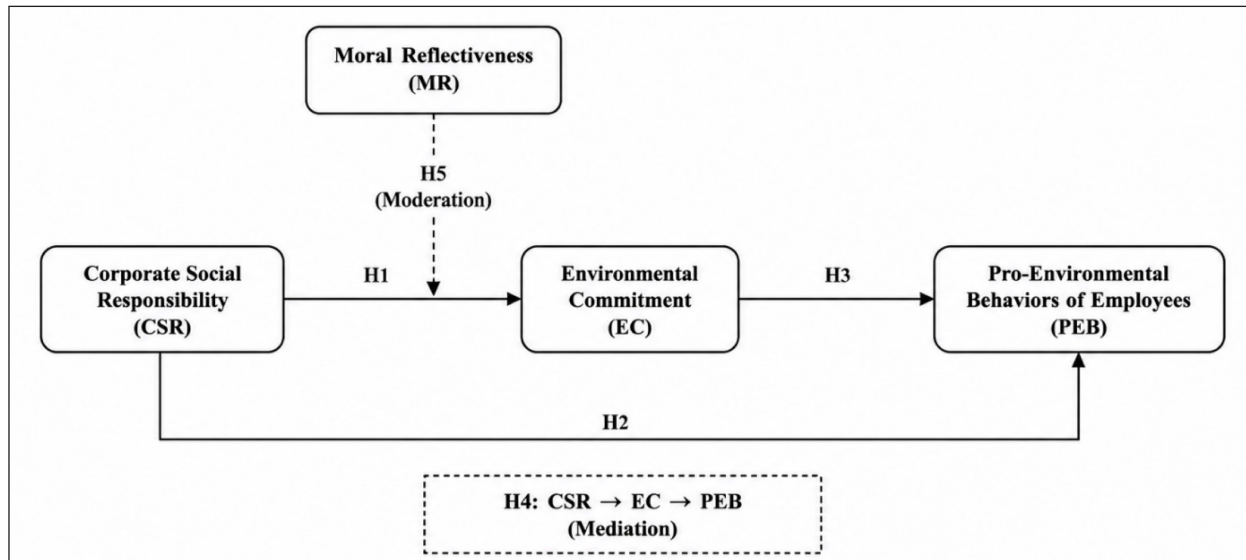


Figure 1: Research model

Notes.

- CSR = Corporate Social Responsibility
- EC = Environmental Commitment
- PEB = Pro-Environmental Behaviors of Employees
- MR = Moral Reflectiveness
- H4 represents the mediating effect of Environmental Commitment.
- H5 represents the moderating effect of Moral Reflectiveness on the CSR-EC relationship.

Research Model

Figure 1 shows the model tested for the study. The research model was created inspired by the study conducted by Afsar and Umrani (2020), within the framework of the findings examined as a result of the literature review and the theories on which the concepts used in the study are based.

Data Collection Method

CSR-oriented studies It has been observed that data on environmental behaviors have been collected from three different segments: industrial, organizational, and employee levels. Among these, the least research was conducted on the axis of individual, that is, employees. For this reason, employees were preferred as the target audience in this study. Merinos A, which is one of the outstanding companies of the Southeastern region and Turkey, is the universe of the employee. Sh. employees are preferred. The factors affecting this choice are that the company operates in the production sector (carpet production), has an important corporate structure representing our country on a global scale, and takes an active role in corporate responsibility projects can be cited among the reasons for choosing Dec. The main headquarters

of the company is located in Gaziantep province. The company, whose main activity is yarn and carpet production, has 3500 employees in the provincial center. In addition, it carries out a yarn production business with 600 employees in the Besni district of Adiyaman province. Merinos I.C. as of 2021, exports to 78 countries worldwide. Merinos I.C. with its social responsibility projects, makes its name frequently mentioned in the region and throughout the country. It has become a leading enterprise in social support projects with the installment housing sales project to its employees. His name is frequently mentioned in public during earthquakes, natural disasters, and relief activities. In addition, he is also involved in social responsibility projects with projects such as a mosque, school, dormitory, and condolence house (<https://www.merinos.com.tr/tr/hakkimizda>, Accessed on: October 7, 2020).

Data Collection Instrument

A survey form was used to collect data from Merinos IC employees. The survey form consists of two parts. In the first chapter, statements (items) regarding the scales whose reliability and validity were ensured. A total of 30 items are included in the questionnaire. The second part of the survey form contains items regarding demographic

characteristics. These demographic characteristics are listed as follows: "Gender, Marital Status, Age, Education Level, Total Monthly Income, Working Time, and Position". In the first part of the survey form, a 5-point Likert scale was used to collect participants' responses. Employees were asked to read the statements carefully and mark only one option indicating their degree of agreement

scale were not used. To measure PEB, the scale developed by Robertsen and Barling in 2013 consisting of 8 items was used. To measure MR, a scale developed by Reynolds (2008) consisting of 4 items was used. To measure EC, a scale consisting of 6 items developed by Herscovitch and Meyer (2002) was used.

Table 2: Revised CFA Factor Loadings (Standardized)

Factor	Item	Λ
CSR	CSR1	.79
	CSR2	.73
	CSR3	.72
	CSR4	.53
	CSR5	.67
	CSR6	.82
PEB	PEB6	.50
	PEB8	.43
MR	MR1	.49
	MR2	.69
EC	EC2	.68
	EC3	.82
	EC4	.90
	EC5	.69

Inferential Method: Maximum likelihood was used.

Note: No negative factor loadings were observed in the CFA. The analysis was conducted using only items with positive and statistically significant standardized factor loadings.

with each statement. In addition, the participants were informed about the purpose of the study and asked to ask questions about the points they were stuck in while filling out the survey form.

Measurement

Five scales were used within the scope of the study. These scales are "CSR Scale, PEB Scale, MR Scale, and Employees' EC Scale". The CSR Scale was created using the scale developed by El Akremi et al (2018). Since only the environmental sub-dimension of CSR was used in this study, other sub-dimensions of CSR from the original

Exploratory Factor Analysis

After removing erroneous and missing data from the analysis, it was decided to apply exploratory factor analysis to 844 data. During the Exploratory Factor Analysis (EFA), item purification procedures were conducted to improve the psychometric quality of the measurement model. A factor loading threshold of 0.50 was adopted as the criterion for item retention. Accordingly, PEB2, PEB3, and PEB4 were removed from the PEB factor due

Table 3: Goodness of Fit Values

Fit Index	Obtained Value	Recommended Threshold	Model Fit
χ^2/df	3.93	≤ 5.00	Acceptable
RMSEA	0.062	≤ 0.08	Acceptable
SRMR	0.061	≤ 0.08	Acceptable
IFI	0.911	≥ 0.90	Acceptable
CFI	0.911	≥ 0.90	Acceptable
GFI	0.913	≥ 0.90	Acceptable
AGFI	0.88	≥ 0.85	Acceptable

to their negative factor loadings. In addition, MR3 from the MR factor and EC6 from the EC factor were excluded from the analysis because their factor loadings were below the acceptable threshold ($\lambda < 0.50$). Following these modifications, the factor structure became clearer and more theoretically coherent, thereby enhancing the construct validity of the measurement model.

Accordingly, the results of the Exploratory Factor Analysis (EFA) clarified the underlying factor structure by identifying the items associated with each construct. Furthermore, through the systematic item purification and dimension reduction process, the measurement scales employed in the study became more parsimonious, reliable, and conceptually distinct. The detailed results of the analysis are reported in Table 2.

During the exploratory factor analysis, the decision to remove certain items was based not only on statistical criteria but also on theoretical considerations. In this context, the negative factor loadings observed for items PEB2, PEB3, and PEB4 indicated that these items were not conceptually aligned with the pro-environmental behavior (PEB) construct as defined in the present study. These items primarily reflected situational or externally constrained behaviors rather than voluntary and internally

motivated environmental actions, which constitute the theoretical foundation of the PEB construct.

Similarly, the factor loadings of items MR3 and EC6 fell below the recommended threshold ($\lambda < 0.50$), suggesting weak associations with their respective latent constructs. From a theoretical perspective, item MR3 emphasized short-term economic rationality rather than a broader sense of moral responsibility, while item EC6 reflected a generalized environmental concern rather than behaviorally relevant ecological consciousness. Retaining these items in the measurement model was therefore considered likely to increase the risk of conceptual ambiguity and construct contamination.

Although the exclusion of these items resulted in a reduction in the initial item pool, the core conceptual dimensions of each construct continued to be adequately represented. The retained items successfully captured the essential dimensions identified in the relevant literature, thereby preserving content validity while enhancing construct clarity and measurement precision. Consequently, the item purification process strengthened the parsimony, internal consistency, and theoretical coherence of the measurement model without compromising construct representation.

Table 4: Reliability Analysis

FACTOR	NUMBER OF ITEMS	CRONBACH'S ALPHA (A)	RELIABILITY LEVEL
CSR	6	0.773	Quite reliable
PEB	5	0.692	Quite reliable
MR	3	0.656	Quite reliable
EC	4	0.866	Highly reliable

Table 5: CFA-Based AVE and Composite Reliability (CR) Values

Construct	Item	Standardized Loading (λ)	AVE	CR
CSR	CSR1	.79	0.51	0.86
	CSR2	.73		
	CSR3	.72		
	CSR4	.53		
	CSR5	.67		
	CSR6	.82		
PEB	PEB6	.50	0.22	0.36
	PEB8	.43		
MR	MR1	.49	0.36	0.52
	MR2	.69		
EC	EC2	.68	0.61	0.86
	EC3	.82		
	EC4	.90		
	EC5	.69		

Confirmatory Factor Analysis

Table 3 presents the goodness-of-fit indices obtained from the confirmatory factor analysis (CFA) conducted to assess the adequacy of the measurement model.

Confirmatory factor analysis (CFA) was conducted to assess the adequacy of the measurement model. The results indicate that the model demonstrates an overall acceptable fit to the data. Specifically, the χ^2/df ratio (3.93) falls within the acceptable range, particularly considering the large sample size, which is known to inflate chi-square statistics.

The Root Mean Square Error of Approximation (RMSEA = 0.062) and the Standardized Root Mean Square Residual (SRMR = 0.061) are both below the recommended threshold of 0.08, indicating a satisfactory level of approximation and residual fit. In addition, incremental fit indices such as the Incremental Fit Index (IFI = 0.911) and the Comparative Fit Index (CFI = 0.911) exceed the commonly accepted cutoff value of 0.90, providing further evidence of good model fit.

Finally, the Goodness-of-Fit Index (GFI = 0.913) and the Adjusted Goodness-of-Fit Index (AGFI = 0.88) also meet the recommended criteria, suggesting that the proposed measurement model adequately represents the observed data structure. Overall, these results support the validity of the measurement model and confirm that the hypothesized factor structure is empirically acceptable.

Reliability Analysis

The results of the reliability analysis of the scales used in the study are shown in Table 4.

As shown in Table 4, the internal consistency of the measurement scales was assessed using Cronbach's alpha coefficients. The results indicate that all constructs demonstrate acceptable to high levels of reliability, with alpha values exceeding the commonly accepted threshold of .60. In particular, the EC scale exhibits a high level of reliability, while the CSR, PEB, and MR scales show quite reliable internal consistency. Overall, the findings suggest that the measurement instruments used in the study are reliable and suitable for further analysis.

Table 6: Discriminant Validity

CONSTRUCTS	CSR	PEB	MR	EC
CSR	0.72			
PEB	0.51	0.47		
MR	0.33	0.46	0.60	
EC	0.39	0.51	0.41	0.78

Note: Diagonal elements (in bold) represent the square roots of AVE values.

Table 7: Findings on the Demographic Characteristics of the Participants

	Sex	Frequency	Percentage	Education Level	Frequency	Percentage
	Female	9	1.1	Primary	414	48.8
	Male	839	98.9	High school	356	42
Marital Status		Frequency	Percentage	Associate	35	4.1
	Single	191	22.5	Undergraduate	39	4,6
	Married	646	76.2	Postgraduate	4	.05
	Widow	11	1.3	Income (TL)	Frequency	Percentage
Age		Frekans	Percentage	<20.000	263	31
	<25	168	19.8	20.000-30.000	397	46,8
	26-35	461	54.4	30.001-40.000	139	16,4
	36-45	199	23.5	40.001-50.000	30	3.5
	46-55	20	2.4	50.001+	19	2.2
Position		Frequency	Percentage	Work Shift	Frequency	Percentage
	Employee	835	98.5	<1	165	19.5
	Overseer	12	1.4	1-3	303	35.7
	Supervisor	1	.01	4-6	203	23.9
				7-9	79	9.3
				10+	98	11.6

CFA-Based AVE and Composite Reliability (CR) Values

Table 5 shows the AVE and CR values derived from the standardized factor loadings, indicating the convergent validity and internal consistency of the measurement model (Fornell & Larcker, 1981).

Common Method Bias

Given that the data were collected from a single source using self-reported measures at a single point in time, the potential risk of common method bias (CMB) was carefully assessed, as recommended in the methodological literature (Podsakoff et al., 2003; Podsakoff et al., 2012). As an initial diagnostic procedure, Harman's single-factor test was conducted by entering all measurement items

Table 8: Findings on Research Model 1

Hypothesis	Relationship	b	95% CI	R ²	p	t	K ² (Standardized Effect Size)
H1	CSR → EC	.4656***	[.3730, .5442]	.1493	.0000	11.63	-
H2	CSR → PEB	.4757***	[.4188, .5325]	.2592	.0000	16.42	-
H3	EC → PEB	.2824***	[.2353, .3295]	-	.0000	11.76	-
H4	CSR → EC → PEB	.3442***	[.2874, .4010]	.3720	.0000	11.90	Full: .1407 Partial: .2351
H5	CSR × MR → PEB	.0434	[-.0089, .0955]	.2415	.1042	1.63	-

into an unrotated exploratory factor analysis (Harman, 1967). The results indicated that the first factor accounted for less than 50% of the total variance, suggesting that common method bias is unlikely to represent a serious threat in the present study.

In addition to this exploratory assessment, a common latent factor (CLF) approach was employed within the confirmatory factor analysis framework to further examine the presence of common method variance (Podsakoff et al., 2012). A comparison of standardized factor loadings obtained from models with and without the CLF revealed no substantial differences exceeding the recommended threshold of 0.20. This finding provides further evidence that common method bias does not exert a significant influence on the observed relationships among the study variables.

Beyond statistical diagnostics, several procedural remedies were implemented during the data collection process to mitigate the risk of common method bias (Podsakoff et al., 2003). Participation in the study was voluntary and anonymous, and respondents were explicitly informed that there were no right or wrong answers. Measurement items were carefully worded to minimize ambiguity and evaluation apprehension, and different scale anchors were employed across constructs to reduce respondents' tendency toward consistency motifs. Taken together, these procedural and statistical precautions indicate that common method bias is unlikely to confound the empirical findings of the study.

Discriminant Validity

Table 6 presents the discriminant validity of the constructs, assessed using the Fornell–Larcker criterion. The discriminant validity results of the established measurement model are shared in Table 6 (Çiçek and Almalı, 2020: 250).

Discriminant validity was assessed using the Fornell–Larcker criterion. As shown in Table 6, the square root of the AVE for each construct exceeds the inter-construct correlations, indicating adequate discriminant validity among the study variables.

FINDINGS

Demographic Characteristics

The findings regarding the demographic characteristics of 848 participants are shown in Table 7.

As seen in Table 7, when the participants were examined in terms of sex, it was found that the number of male participants was higher (N = 839). When the marital status of the participants is examined, it is seen that most participants are “married” (N = 646). When the data obtained was examined, it was determined that the “26–35” age range had the highest number of participants (N = 461). When the participants were examined according to their educational levels, it was seen that “primary” graduates were the group that participated the most (N = 414). When the findings are examined in terms of monthly income, it is seen that those with a monthly income between “20.000–30.000 TL” participated the most (N = 397). When examined according to number of years worked, “employees between 1–3 years” constitute the highest participation group (N = 303). When the participants are evaluated according to the position they work in, it is seen that those who work as “employees” participate the most (N = 835).

Hypotheses Testing

Table 8 presents the results of hypotheses testing using PROCESS Model 5. H1–H3 represent simple effects, H4 shows the mediating effect of EC, and H5 tests the moderating role of MR.

H1: CSR positively and significantly affects employees' environmental concern (EC) ($b = .4656$, 95% CI [.3730, .5442], $t = 11.63$, $p < .001$), explaining approximately 15% of the variance. H1 is supported.

H2: Employees' CSR perceptions positively and significantly influenced their pro-environmental behavior (PEB) ($b = .4757$, 95% CI [.4188, .5325], $t = 16.42$, $p < .001$), accounting for approximately 26% of the variance in PEB. H2 is supported.

H3: Employees' EC positively and significantly influenced their PEB ($b = .2824$, 95% CI $[.2353, .3295]$, $t = 11.76$, $p < .001$). H3 is supported.

H4: The mediating role of employees' EC was examined. The analysis shows that EC partially mediates the effect of CSR on PEB ($b = .3442$, 95% CI $[.2874, .4010]$, $t = 11.90$, $p < .001$), explaining 37% of the variance in PEB. The fully standardized effect size (K^2) is .1407, and the partial standardized effect size is .2351, indicating a substantial mediation effect. H4 is supported.

H5: To examine whether moral reflectiveness (MR) moderates the relationship between CSR and PEB, the interaction term was tested. The results indicate that MR did not significantly moderate this relationship ($b = .0434$, 95% CI $[-.0089, .0955]$, $t = 1.63$, $p = .1042$). H5 is not supported.

While PROCESS Model 5 is appropriate for testing the hypotheses, the moderated path was not theoretically well-specified. Additionally, the moderation analysis may be affected by the relatively low measurement reliability of MR. Although the mediation effect is correctly reported, its interpretation may lack nuance and does not account for potential confounds such as common method bias or nested effects within the organization. These limitations are acknowledged and should be considered when interpreting the results.

RESULTS

The main purpose of this study was to examine the effects of corporate social responsibility (CSR) activities implemented by businesses on employees' pro-environmental behaviors (PEBs). In this study, the concept of "environment" refers to the natural environment. Accordingly, the study specifically aimed to reveal how CSR activities directed toward environmental protection influence employees' PEBs, with the mediating role of environmental concern (EC) and the moderating role of moral reflectiveness (MR).

The results indicate that CSR activities implemented by businesses have a positive and significant effect on employees' EC (H1) and PEB (H2). Employees' EC, in turn, positively affects their PEB (H3), and EC partially mediates the effect of CSR on PEB (H4). These findings confirm that employees' environmental attitudes are a critical mechanism through which CSR initiatives influence behavioral outcomes.

Regarding the moderating role of MR on the CSR–EC relationship (H5), the hypothesized moderating effect was

not statistically significant. However, this result should be interpreted with caution. The relatively low measurement reliability of the MR construct, as well as contextual factors within the organizational setting, may have attenuated the observable moderating effect. Therefore, the current findings do not conclusively indicate the absence of a moderation effect; rather, they suggest that additional research—potentially employing alternative operationalizations, larger samples, or longitudinal designs—may provide further insight into this relationship.

This study contributes to the CSR and environmental management literature in several ways. First, it extends research on PEB by examining its antecedents in a Turkish context, which has been underrepresented in prior studies predominantly conducted in countries such as India, Pakistan, and China. Second, the findings emphasize the importance of employees' moral and personality traits in shaping environmentally responsible behaviors in the workplace, offering insights for designing effective CSR interventions.

Despite its contributions, this study has limitations. Data were collected from employees of a single business using self-reported measures at a single point in time, which may raise concerns regarding common method bias. Although procedural remedies and statistical diagnostics (e.g., Harman's single-factor test) suggest that common method bias is unlikely to have substantially influenced the results, residual method variance cannot be completely ruled out. Moreover, the measurement model involved the refinement of scales during exploratory and confirmatory factor analyses, and the same dataset was used for both analyses, which may affect generalizability. Finally, the COVID-19 pandemic posed challenges in data collection, as employees and managers were preoccupied with health and economic issues. Future research could extend these findings by applying the same framework in multiple sectors, using longitudinal or multi-source data, and exploring alternative operationalizations of the constructs to further enhance external and construct validity.

DISCUSSION and CONTRIBUTION

This study provides empirical evidence that corporate social responsibility (CSR) initiatives implemented in the workplace play a meaningful role in promoting employees' pro-environmental behaviors (PEBs) by enhancing their environmental concern. Consistent with social change theory, the findings indicate that increased organizational engagement in environmental CSR initiatives is associated

with higher levels of environmentally responsible employee behavior. This result aligns with prior research demonstrating that CSR initiatives function as salient organizational signals shaping employees' environmental attitudes and behavioral responses (Farrukh et al., 2020; Cheema et al., 2019; Afsar et al., 2018).

The results further demonstrate that employees' environmental concern serves as a significant mediating mechanism in the CSR–PEB relationship. This finding reinforces existing evidence that CSR influences employee behavior not only through direct pathways but also through individual-level cognitive and affective processes that translate organizational initiatives into concrete behavioral outcomes (Raineri & Paillé, 2016). By empirically validating environmental concern as a key mediator, the study contributes to a more nuanced theoretical understanding of how CSR initiatives are internalized by employees and converted into pro-environmental behaviors.

Although the hypothesized moderating role of moral reflectiveness (MR) was not supported, this finding should not be interpreted as indicating the irrelevance of moral reflectiveness in organizational environmental behavior. Rather, it suggests that the influence of MR may be contingent upon contextual and situational factors, such as the visibility, intensity, or ethical framing of CSR initiatives. In organizational contexts where CSR practices are institutionalized rather than explicitly moralized, individual moral traits may exert a weaker moderating influence. In this sense, the nonsignificant moderation result contributes to the literature by identifying an important boundary condition in the CSR–PEB relationship and by highlighting that moral reflectiveness may become salient under specific organizational or cultural circumstances.

From a practical perspective, the findings suggest that organizations seeking to foster employees' pro-environmental behaviors should prioritize the integration of environmental considerations into their CSR strategies and ensure that these initiatives are clearly communicated and visibly supported by management. Internal training programs, sustainability campaigns, and participatory CSR projects may enhance employees' environmental concern and strengthen the behavioral impact of CSR initiatives. Although the implementation of environmental CSR practices may involve short-term costs, such investments are likely to yield long-term benefits in terms of organizational sustainability, reputation, and environmental stewardship.

With respect to methodological considerations, the measurement model demonstrated acceptable global fit indices, supporting the overall adequacy of the proposed model. While the constructs of Pro-Environmental Behavior (PEB) and Moral Reflectiveness (MR) exhibited average variance extracted (AVE) and composite reliability values slightly below commonly recommended thresholds, all retained items displayed statistically significant and theoretically consistent factor loadings. In line with established methodological guidance, particularly in applied and context-specific research, such measurement characteristics do not necessarily undermine construct validity when theoretical coherence and overall model fit are satisfactory. Nevertheless, given that interaction effects are particularly sensitive to measurement error (Aguinis et al., 2017), the mediation and moderation results should be interpreted with appropriate caution.

Accordingly, while the mediating role of employees' environmental concern appears meaningful and relatively robust, the nonsignificant moderating effect of moral reflectiveness may partly reflect measurement constraints rather than the absence of a substantive effect. Overall, the structural relationships identified in this study provide preliminary empirical support and offer a theoretically grounded contribution to the CSR and pro-environmental behavior literature. Future research is encouraged to validate these relationships using refined measurement instruments, alternative research designs, and diverse organizational and cultural contexts, as well as to explore additional mediating and moderating mechanisms that may further clarify how CSR initiatives translate into employee-level environmental behaviors.

LIMITATIONS

This study has several methodological and contextual limitations that should be acknowledged. First, both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted using the same dataset. Although this approach is frequently adopted in empirical research with large sample sizes, it may increase the risk of capitalization on chance and limit the generalizability of the identified factor structure. Ideally, EFA and CFA should be performed on independent or split samples to provide a more rigorous test of construct validity. Future studies are therefore encouraged to replicate and validate the proposed measurement model using alternative datasets to further strengthen the robustness and external validity of the findings.

Second, although the measurement model demonstrated acceptable reliability and validity, several items were removed during the EFA due to low or negative factor loadings. While these removals were theoretically justified and aimed at improving construct clarity, future research could re-examine these excluded items or develop alternative indicators to better represent the constructs, ensuring more comprehensive coverage of the conceptual domains.

Third, data were collected from a single source using self-reported measures at a single point in time, which may raise concerns regarding common method bias. Although procedural remedies (e.g., anonymous participation, careful item wording, and varied scale anchors) and statistical diagnostics (e.g., Harman's single-factor test and common latent factor approach) suggest that common method bias is unlikely to pose a serious threat, the possibility of residual method variance cannot be entirely ruled out. Longitudinal, multi-source, or experimental designs are recommended for future studies to mitigate these potential biases further.

Fourth, the cross-sectional design of the study limits the ability to draw causal inferences among the examined variables. Longitudinal or experimental research designs would provide deeper insights into the dynamic relationships between CSR activities, environmental concern, pro-environmental behaviors, and moderating variables such as moral reflectiveness.

Finally, regarding the moderation analysis, the non-significant moderating effect of moral reflectiveness (MR) should be interpreted with caution. Potential measurement-related constraints, including the refinement of the MR scale during EFA/CFA and the cross-sectional, self-reported nature of the data, may have attenuated the observable moderating effect. Consequently, the absence of a statistically significant moderation effect does not necessarily indicate the lack of a meaningful interaction, and future research could explore alternative operationalizations or larger, longitudinal datasets to further examine this relationship.

Collectively, these limitations highlight opportunities for future research to replicate and extend the current findings while strengthening measurement validity, construct representation, and the generalizability of the results.

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