Examining the Relationship of Corporate Social Responsibility to Corporate Image and Organizational Commitment

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From past to present, all businesses have had the purpose of making a profit, serving society, and maintaining their existence. Since the early 1980s, corporate social responsibility has aroused great interest in the academic field due to the concept of corporate social responsibility (CSR) being accepted as the priority requirement for institutions to make the best use of labor and financial resources economically, ethically, socially, and environmentally for all the stakeholders who are responsible. Businesses that fulfill their responsibilities contribute both to guaranteeing the existence of the organizational system they protect and are involved in and to reproducing these important values for society. According to research done by Polonsky & Jevons, (2006, p. 341) 43% of consumers in America, 20% of consumers in Europe, 23% of consumers in Latin America, and 8% of consumers in Asia had stated changing brands according to the corporation socially responsible activities. In the world's 15 largest markets, 73% of consumers recommend companies with CSR activities (Kang et al., 2016, p. 59). Corporate social responsibility aims to be able to act responsibly toward all stakeholders without causing any damage to companies' profits.

Aim, Method, and Scope

The aim of the study is to measure the effect of corporate social responsibility on the formation of corporate image and organizational commitment in a hospital in Duzce province. The study aims to reveal the importance of corporate social re-

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sponsibility in the perception of concepts that will create value for institutions. The relationship intended for testing in this study is the relationship of CSR to the occurrence of CI and OC. The questionnaire technique has been chosen as the data collection method. In preparing the survey form, 17 questions have been asked on measuring CSR practices. These questions were taken from the scale developed by Rego, Leal, and Cunha (2011). The 19 questions for measuring CI have been taken from Bayramoğlu's (2007) study. The 17 questions for measuring OC have been taken from the three-component model conceptualization developed by Meyer and Allen (1991) for measuring organizational commitment. The questionnaire questions have been prepared using a 5-point Likert scale (5 = strongly agree, 4 = agree, 3 = no idea, 2 = disagree and 1 = strongly disagree) and were applied individually to personnel working in a hospital in Duzce province. A total of seven demographic questions related to the sampling were asked apart from those related to the dependent and independent variables. The data collected by the survey form have been analyzed and interpreted using the package program SPSS-18.

Analysis Results and Recommendations

In this study, factor, correlation, and multiple linear regression analyses have been performed to investigate the effects of corporate social responsibility on the formation of corporate image and organizational commitment. The analysis results are evaluated below.

Firstly according to the results from the factor analysis, two different dimensions (affordability and philanthropy) emerged from corporate social responsibility. Four factors from Rego et al.'s (2011) scale have been used in this study. However, two factors emerged as a result of the analysis. The reasons for this situation may be factors such as the scale behaving differently in the application area, the universe and the sample being different, and/or the employees' perceiving the survey questions differently. According to the research results, the dimension of philanthropy best represents corporate social responsibility levels, followed by the dimension of affordability.

Secondly, four different dimensions emerged from the corporate image scale. The dimensions that emerged in this research are similar to those from Bayramoğlu's scale (2007). According to the results of this research, the dimension of corporate communication best represents corporate image levels, followed by the dimensions of corporate appearance, corporate behavior, and perceived corporate image.

Thirdly, three different dimensions emerged from the organizational commitment scale. The dimensions that emerged in this research resemble those from Meyer and Allen's scale (1991). According to the research results, the dimension of normative commitment best represents organizational commitment levels, followed by the dimensions of emotional commitment and continuing commitment.

As a result of the correlation analysis, a positive medium-level relationship has been found between corporate social responsibility's dimension of affordability dimension and the dimensions from corporate image. Also, positive low-level and medium-level relationships have been found between the dimensions from corporate social responsibility and the dimensions from organizational commitment. In this case, hospital management giving a little more weight to its economic social responsibility issues will both increase the institution's image and ensure that the employees are a little more connected to the institution. Positive, medium-level and high-level relationships exist between corporate social responsibility's dimension of philanthropy and the dimensions from corporate image. According to this result, hospital management fulfilling more philanthropic responsibilities will ensure an increase in corporate image in terms of communication. Fulfilling these responsibilities will also have a positive impact on employees' normative commitment.

A positive medium-level correlation exists between corporate image's dimensions of corporate communication and normative commitment. A positive low-level correlation has been found between corporate communication and continuing commitment. A positive medium-level correlation exists between corporate image's dimensions of corporate behavior and normative commitment. A positive low-level correlation has been found among corporate image's dimensions of corporate appearance, normative commitment, and continuing commitment. Finally, a positive medium-level correlation exists between perceived corporate image and normative commitment. According to these results, hospital management needs to acquire tools that will visually increase its image and efforts to communicate with stakeholders. In this way, employees' normative and continuing commitment will be positively affected.

The results of regression analysis show that corporate social responsibility affects corporate image and organizational commitment. Corporate social responsibility's dimension of philanthropy impacts all dimensions of corporate image. On the other hand, the corporate social responsibility's dimension of affordability impacts corporate appearance and perceived corporate image. Considering the scale's

questions, having hospital management provide quality services, take part in social projects, target productivity, and communicate honestly with patients and their relatives will contribute positively to the institution's image. In terms of organizational commitment, corporate social responsibility's dimension of philanthropy impacts both normative and continuing commitment. The dimension of affordability only affects emotional commitment.

Corporate image is also seen to affect organizational commitment. The dimensions of corporate image are seen to affect organizational commitment's dimensions of normative commitment and continuity commitment. However, the impact of corporate image on emotional commitment was not revealed. Considering the statements on the scale, hospital management requires being fully equipped, remembering positive news in its written and verbal media, and ensuring a clean and orderly working environment. This situation positively affects employees' institutional commitment.

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