

**THE EFFECTS OF CORPORATE SOCIAL IRRESPONSIBILITY ON WORKPLACE DEVIANT
BEHAVIOR, ORGANIZATIONAL ATTRACTIVENESS, AND INTEGRITY**
**KURUMSAL SOSYAL SORUMLULUK AYKIRILIĞININ İŞYERİNDE UYGUNSUZ DAVRANIŞ,
ÖRGÜTSEL ÇEKİCİLİK VE BÜTÜNLÜK ÜZERİNDEKİ ETKİLERİ**

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ABSTRACT

ÖZ

Geliş Tarihi:

06.01.2025

Kabul Tarihi:

02.05.2025

Yayın Tarihi:

27.06.2025

Anahtar Kelimeler

Kurumsal Sosyal
Sorumluluk
Aykırılığı,
İş yerinde Uygunsuз
Davranışlar,
Örgütsel Çekicilik,
Örgütsel Bütünlük

Keywords

Corporate Social
Irresponsibility,
Inappropriate
Behaviors in the
Workplace,
Organizational
Attractiveness,
Organizational
Integrity

Corporate Social Irresponsibility (CSIR) reflects an organization's neglect or indifference toward environmental and community welfare, leading to reputational harm and significant effects on employees. CSIR can manifest in various forms, including deceptive marketing practices, exploitation of labor, environmental degradation, and neglect of community welfare. The implications of CSIR are profound, as it can lead to significant reputational damage for companies, eroding trust among consumers and stakeholders. Existing studies highlight CSIR's role in provoking negative behaviors from stakeholders, such as moral outrage and resistance to organizational norms, which can impact the workplace climate. While research on Corporate Social Responsibility and its influence on employees has expanded, the effects of CSIR on stakeholders remain underexplored. This paper investigates how CSIR influences workplace deviant behavior, organizational integrity, and attractiveness. The data was collected via a scenario-based online survey method from 508 respondents. SEM was used to test the research hypothesis. As a result, it was found that CSIR negatively influences organizational attractiveness and integrity, while not posing a significant effect on workplace deviant behavior. This research advances knowledge of the dynamic interaction of CSIR and stakeholder opinions.

Kurumsal Sosyal Sorumluluk Aykırılığı (KSSA), bir kuruluşun çevre ve toplum refahına yönelik ihmali veya kayıtsızlığını yansıtmakta, itibar kaybına ve çalışanlar üzerinde önemli etkilere yol açmaktadır. KSSA, aldatıcı pazarlama uygulamaları, iş gücünün sömürülmesi, çevresel tahribat ve toplumsal refahın ihmal edilmesi gibi çeşitli biçimlerde ortaya çıkabilir. KSSA'nın etkileri oldukça derindir; firmalar için ciddi itibar zararına yol açarak tüketiciler ve paydaşlar arasında güvenin azalmasına neden olabilir. Mevcut çalışmalar, KSSA'nın paydaşlardan gelen ahlaki öfke ve kurumsal normlara direnç gibi olumsuz davranışları tetiklemedeki rolünü vurgulamakta ve bu da işyeri iklimini etkileyebilmektedir. Kurumsal Sosyal Sorumluluk (KSS) ve çalışanlar üzerindeki etkisi üzerine yapılan araştırmalar genişlemiş olsa da, KSSA'nın paydaşlar üzerindeki etkileri yeterince araştırılmamıştır. Bu makale, KSSA'nın işyerindeki uygun olmayan davranışları, örgütsel çekiciliği ve örgütsel bütünlüğü nasıl etkilediğini araştırmaktadır. Araştırma verileri 508 katılımcıdan senaryo tabanlı çevrim içi anket yöntemiyle toplanmıştır. Araştırma hipotezini test etmek için YEM kullanılmıştır. Sonuç olarak, KSSA'nın örgütsel çekiciliği ve örgütsel bütünlüğü olumsuz yönde etkilediği, ancak işyerindeki uygun olmayan davranışlar üzerinde önemli bir etkisi olmadığı bulunmuştur. Bu çalışma, KSSA ve paydaş algıları arasındaki dinamik etkileşimin daha iyi anlaşılmasına katkıda bulunmaktadır.

DOI: <https://doi.org/10.30783/nevsosbilen.1614120>

Atıf/Cite as: Akturan, A. (2025). The effects of corporate social irresponsibility on workplace deviant behavior, organizational attractiveness, and integrity. *Nevşehir Hacı Bektaş Veli Üniversitesi SBE Dergisi*, 15(2), 667-684.

Introduction

Corporate social irresponsibility (CSIR) occurs “when a company demonstrates disregard and/or lack of care for the environment or the local community” (Antonetti et al., 2021, p. 404). CSIR not only tarnishes a company's reputation and credibility but also has profound implications for their employees (Abbasi et al., 2022, p. 46-48). CSIR evokes negative stakeholder behaviors and moral outrage (Abbasi & Amran, 2023, p. 202-203). It also leads to employees' being contradictory with organizational norms, policies, or values (Abbasi et al. 2022, p. 47) and therefore affects organizational climate. Although management literature has enhanced our understanding of corporate social responsibility (CSR), its determinants, and its effects, particularly on workers (Fatima & Elbanna, 2023, p. 112; Ansari et al., 2023, p. 1731), comparatively fewer studies have explored the effects of CSIR on the behavior of various stakeholders (Antonetti, 2020, p. 68; Xie & Bagozzi 2019, p. 565; Wagner et al., 2020, p. 77; Hericher & Bridoux, 2023, p. 1535). Existing research on CSIR reveals that it often triggers adverse behaviors among stakeholders. For example, Swaen et al. (2021, p. 710) and Xie & Bagozzi (2019, p. 567) identified a positive relationship between CSIR and consumers' negative or punitive responses, while Wagner et al. (2020, p. 78-79) drew attention to a relationship between CSIR and disengagement actions of investors. In the context of HRM, Hericher & Bridoux (2023, p. 1537) concluded that socially negligent corporate actions elicit unwanted and punitive reactions from employees, and Antonetti et al. (2020, p. 68-69) found that CSIR negatively impacts job seekers' perceptions.

Individual perceptions of organizational irresponsibility are often key in shaping stakeholder behaviors. As a result, researchers are asking for more studies to investigate the impacts of CSIR on individual perceptions (Antonetti et al., 2021, p. 404; Shea & Hawn, 2019, p. 1613). Furthermore, while current research on CSIR has predominantly examined the perceptions of consumers (Antonetti & Maklan, 2016, p. 433), employees (Vlachos et al., 2013, p. 335), and investors (Groening & Kanuri, 2018, p. 835), it has largely neglected job seekers as an important stakeholder group (Antonetti et al., 2021, p. 404-409). Considering the substantial dedication required in choosing a job, CSIR is likely to influence recruitment outcomes in meaningful ways (Antonetti et al., 2021, p. 408).

Despite growing academic attention to CSIR, limited research has addressed the relationship among CSIR, workplace deviant behavior, organizational integrity, and attractiveness. Considering the detrimental effects of CSIR, such as damage to corporate reputation and public image (Lin, 2024, p. 1452), it is essential to examine its implications for workplace deviant behaviors, organizational integrity, and overall organizational attractiveness.

Workplace deviant behavior, commonly known as workplace deviance, occurs at different levels across organizations worldwide. It refers to deliberate actions that breach organizational norms, potentially endangering the welfare of the organization, its members, or both (Robinson & Bennett, 1995, p. 556-557). In the literature, much of the research on workplace deviant behavior has focused primarily on the perspective of the “victim”, while relatively little attention has been paid to the viewpoint of the “perpetrator” (Zhong & Robinson, 2021, p. 11-12). As a result, there is limited understanding of how those who commit deviant acts perceive CSIR and how their actions influence their subsequent behavior.

Organizational integrity is a foundational concept that enables a company to assume accountability for ethical and social issues. It serves as a cornerstone for long-term corporate success as ethical risks eventually translate into economic risks for the organization (Fuerst et al., 2023, p. 423). Organizational integrity involves upholding ethical standards such as legality, honesty, and respect. It requires ensuring that internal practices align with external legal obligations and are consistently applied in everyday activities. It necessitates self-reflection, acknowledging both areas of strength and weakness, and a commitment to ongoing improvement (Fuerst & Luetge, 2023, p. 27). CSIR directly contradicts the principles of organizational integrity by fostering unethical practices, increasing risks, and deteriorating trust. But in literature, there is a lack of studies displaying the effects of CSIR on organizational integrity.

Organizational attractiveness is conceptualized as the extent to which potential applicants are inclined to seek employment and accept job offers from a particular organization. Fostering organizational attractiveness is considered a key factor in successfully attracting and retaining highly qualified talent. The challenge of talent acquisition and retention has been a focal point of both academic and practitioner discourse (Story et al., 2016, p. 487). In the context of organizational attractiveness, there remains a significant gap in exploring how

prospective candidates perceive CSIR actions during the pre-hire recruitment phase and how these perceptions influence their evaluation of a company's attractiveness. The aim of the present study is to fulfill those gaps and investigate the effects of CSIR on the workplace deviant behavior, organizational integrity and attractiveness.

Literature Review

Corporate Social Irresponsibility

CSR, initially conceived as corporate philanthropic endeavors, has since evolved into a broader concept encompassing a company's overall impact on society. This evolution has underscored the multifaceted nature of CSR, encompassing economic, legal, ethical, and discretionary responsibilities. However, the lack of a unified definition within the literature can be attributed to the dynamic and multifaceted nature of CSR, which continues to evolve and adapt to new societal and business contexts (Acar, 2024).

On the other hand, CSIR encompasses organizational actions that harm society or the environment, often involving illegal, unethical, or socially undesirable behavior. CSIR occurs when companies engage in actions that harm society and the environment instead of addressing their impacts responsibly (Tench et al. 2012, p. 307). CSIR includes behaviors that intentionally or unintentionally harm stakeholders, such as environmental degradation, labor exploitation, discrimination, corruption, and deceptive marketing (Abbasi et al., 2024, p. 4-5). These actions negatively impact stakeholders such as employees, customers, suppliers, communities, and the environment. Some researchers equate CSIR with poor CSR performance (Barnett & Salomon, 2012, p. 1304); the prevailing view distinguishes CSIR as a concept independent from CSR (Abbasi et al., 2022, p. 46). The roots of CSIR lie in organizational injustice and unethical behavior, which evoke strong moral emotions and behavioral reactions among stakeholders, including employees. These reactions often stem from perceptions of inequity and harm caused by the company's irresponsible actions (Antonetti et al., 2020, p. 68). Rooted in organizational injustice and unethical behavior, CSIR often provokes strong moral emotions and reactions from stakeholders, including anger, frustration, and calls for justice.

CSIR conceptually diverges from corporate misconduct and wrongdoing (Iborra & Riera, 2023, p. 1422). Greve et al. (2010, p. 55-57) define corporate misconduct as behavior deemed wrong by a social-control agent, encompassing legal, ethical, and social responsibility violations. This definition emphasizes three key elements: (1) wrong behavior, (2) organizational involvement, and (3) potential sanctions imposed by a social-control agent. In contrast, CSIR primarily focuses on the consequences of actions, specifically the harm caused. As highlighted by Clark et al. (2022, p. 1475-1477), the majority of CSIR definitions include terms related to harm, such as "hurt," "harm," "damage," or "violation". Iborra & Riera (2023, p. 1422) argue that CSIR is a management construction, where the entire company is labeled irresponsible. In contrast, analyses of corporate wrongdoing or misconduct typically focus on specific activities at the individual, professional, or company level that are deemed illegal or unethical. Organizational misconduct, in particular, is judged by a social-control agent with the authority to impose sanctions.

Furthermore, it is important to clarify that CSIR does not mean "no CSR" (Clark et al., 2022, p. 1475), since CSIR is conceptualized as intentionally harmful actions by a company. The literature defines "CSIR as corporate actions that harm or disadvantage others, regardless of whether or not they violate the law" (Lin, 2024, p. 1455). Intentional CSIR, frequently driven by the desire for increased profitability, involves deliberate efforts to conceal unethical behaviors (Lin, 2024, p. 1452). CSIR is divided into two categories: internal and external. Internal CSIR refers to harmful practices affecting employees, such as discrimination, harassment, unsafe working conditions, or unfair labor practices. External CSIR, on the other hand, involves actions entailing environmental pollution, consumer exploitation, corruption, or deceptive marketing (Abbasi et al., 2024, p. 5).

Workplace Deviant Behavior Intention

Deviance in the workplace has been defined as "voluntary behavior that violates significant organizational norms and while so doing threatens the well-being of a company, its members, or both" (Robinson & Bennett 1995, p. 557). Deviant behaviors in the workplace pose significant challenges for companies (Appelbaum et al., 2006, p. 14). Such actions are frequently viewed as responses to personal stressors within the workplace,

including issues related to financial pressures, social dynamics, and job conditions. These behaviors often manifest as unethical actions and may arise internally within companies. Unethical conduct is both prevalent and distinct in professional settings (Astuti et al., 2020, p. 609). Examples include tardiness, extended breaks, using work time for personal matters, misusing company resources, inflating budgets, exhibiting unfair leadership practices, or spreading inaccurate information sourced improperly. For leaders, sharing distorted or unverified information also constitutes deviant behavior. Workplace deviance often stems from frustration and dissatisfaction, prompting emotional reactions. When employees perceive unfairness in their workplace, negative feelings such as dissatisfaction, mistrust, and stress may arise. These emotions often lead to deviant workplace behaviors, which can negatively impact both individuals and their company as a whole. Employees unhappy with their roles may engage in such actions, leading to reduced productivity, communication breakdowns, unmet goals, and diminished performance overall (Eliyana & Sridadi, 2020, p. 2508).

Workplace deviant behavior is described as intentional actions that violate organizational norms, posing a threat to the well-being of the company, its members, or both (Robinson & Bennett, 1995, p. 556). Such behavior can be categorized into two types: interpersonal deviance, which targets individuals, and organizational deviance, which is directed at the company itself (Bennett & Robinson, 2000, p. 354). Peterson (2002, p. 54) explored the connection between organizational elements, particularly ethical climates, and different forms of deviant behavior. The findings revealed that specific ethical climates were linked to particular kinds of deviant actions, indicating that the underlying causes of such behaviors may vary depending on the type of deviance. These findings hold both theoretical significance and practical value in addressing workplace deviance. Employees' perceptions of corporate hypocrisy influence their understanding of the motives behind their company's CSR initiatives (CSR attributions), which, in turn, impact their voluntary participation in socially responsible behaviors. Conversely, if CSR is perceived to be merely symbolic, employees are less likely to engage in socially responsible behavior (Babu et al., 2020, p. 377). This is because they believe that such superficial CSR efforts, motivated by self-interest rather than a genuine desire to benefit others, offer little meaningful value to their work. Employees' skepticism towards the sincerity and effectiveness of their company's CSR practices as a primary reason for disengaging from socially responsible behavior. Abbasi and Amran (2023, p. 206) employ Expectancy Violation Theory to explain how CSIR triggers moral outrage among employees, especially non-managerial ones. Employees who are not direct victims of irresponsibility nevertheless feel compelled to restore justice. This emotional reaction drives them to engage in organizational deviance—not out of self-interest, but as a punitive response to perceived moral violations. CSIR—whether internal or external—elicits negative responses from employees who perceive such conduct as a violation of ethical norms. This results in workplace deviant behavior, a term encompassing behavior such as absenteeism, theft, misusing resources, and information leakage (Abbasi & Arman, 2023, p.215). In addition to that, Abbasi et al. (2024, p. 14) expand the framework by drawing on Social Cognitive Theory and introduces moral disengagement as a cognitive mechanism that facilitates deviance. At this juncture, CSIR is posited to erode employees' moral self-regulatory processes, thereby enabling them to justify unethical actions without guilt. Unlike the emotionally charged path of moral outrage, moral disengagement is a rationalization process. This psychological distancing allows employees to act in ways they would otherwise deem unacceptable, creating a cycle of unethical reciprocity. Thus, it was hypothesized that;

H1: CSIR positively affects workplace deviant behavior intention.

Organizational Attractiveness

How applicants view a potential employer, particularly their perception of the company's appeal, is critical to a company's ability to attract candidates. Organizational attractiveness refers to how positively an individual perceives a company as a desirable place to work, or the overall desirability of joining a specific company (Highhouse et al., 2003, p. 988; Gomes & Neves, 2011, p. 687). It has played a significant role in human resources research and has been explored over several decades, with its links to both symbolic antecedents such as organizational reputation and workplace attributes, as well as instrumental factors like job satisfaction, compensation, and employee development programs being scrutinised (Adıgüzel & Kayadibi, 2015, p. 98; Yan & Kung 2017, p. 34; Carballo-Penela, 2019, p. 373). Research shows that applicants' perceptions of

organizational attractiveness are closely linked to their decisions in selecting a job (Albinger & Freeman, 2000, p. 248-250; Carless, 2003, p. 346). These perceptions are strong indicators of job acceptance intentions (Gomes & Neves, 2011, p. 685).

Scholars have approached organizational attractiveness from various angles. Some researchers have defined it in terms of individuals' intentions to seek jobs or accept job offers from a specific organization, while others have focused on job seekers' general attitudes toward the appeal of a company (Chowdhury et al., 2024, p. 553-555). According to the objective factor theory (Behling, et al., 1968, p. 105), job-specific factors such as salary, benefits, and job type are key attractors. The person-organization (P-O) fit theory suggests that applicants seek alignment with a company's culture or the personality traits of its employees (Cable & Judge, 1996, pp. 294-297). Applicants assess how these factors match their own values and interests. A more integrated view is provided by the instrumental-symbolic framework proposed by Lievens & Highhouse (2003, p. 77). This framework posits that applicants perceive the recruiting company in two main ways: through instrumental and symbolic attributes. The instrumental perspective focuses on applicants' perceptions of tangible job and organizational factors such as salary, career opportunities, location, and organizational structure (Lievens & Highhouse, 2003, p. 76).

Previous research has primarily aimed at identifying the factors that influence applicants' attraction to a company. Regarding CSR, Samuel & Mazingi (2019, p. 2) found a significant link between CSR perceptions and organizational attractiveness. However, other studies suggested that this relationship may be mediated by perceived value fit, while additional research identified corporate reputation as a potential mediator, highlighting that multiple psychological factors contribute to this connection (Chowdhury et al., 2024, p. 552). In terms of social responsibility, majority of the studies have focused on the relationship between CSR and organizational attractiveness and omitted the potential effects of CSIR on organizational attractiveness (i.e. Wang & Chen 2022, p. 3; Jakob et al., 2022, p. 107-108; Zhang et al., 2020, p. 3-4; Kim & Park, 2011, p. 641). Chowdhury et al (2024, p. 553) found that potential applicants' views on a company's CSR activities are strongly linked to their trust in the company and their overall attraction to it. Importantly, organizational trust was found to partially mediate the direct connection between CSR perceptions and organizational attractiveness.

On the other hand, CSIR negatively affects trust (Zasuwa, & Stefańska, 2023, p. 913). Besides that, Kim et al. (2024, p. 11) found that job seekers are highly inclined to seek employment with ethical companies. Thus, it was hypothesized that;

H2: CSIR negatively affects organizational attractiveness.

Organizational Integrity

The idea of integrity, much like virtue, is rooted in individual character (Fuerst & Luetge, 2023, p. 26). DeGeorge (1993, p. 7) defines integrity as “acting in accordance with moral norms willingly, knowingly, purposefully, and because one is in command of one's actions. It requires one to make conscious choices so that one's actions accord with one's principles.” Fuerst and Luetge (2023, p. 27) conceptualized organizational integrity as a company's capacity to uphold its own principles and values. In that sense, organizational integrity requires adherence to ethical principles such as legality, honesty, and respect. This involves aligning internal standards with external legal requirements and consistently implementing them in daily operations.

Organizational integrity is a multifaceted concept that hinges on a strong moral climate. It's more than just ethical compliance; it's a deep-rooted commitment to doing the right thing, even when it's difficult. This commitment is reflected in a company's shared values, decision-making processes, and the way it treats its stakeholders (Bowie & Bowie, 2013, p. 184). It entails self-awareness, recognizing both strengths and weaknesses, and the willingness to improve continuously (Fuerst & Luetge, 2023, p. 28).

Excessive emphasis on short-term financial gains can lead to unethical shortcuts; lack of strong ethical leadership can create a culture of complacency or even corruption; negative or dysfunctional culture can erode trust and undermine ethical behavior; and incentives that reward unethical behavior or punish ethical behavior can have unintended consequences, which are the main factors that hinder organizational integrity (Bowie & Bowie, 2013, p. 193). The interplay between corporate actions and public perception underscores the need for companies to

align their practices with ethical standards to maintain integrity. Wang et al. (2013, p. 218) highlighted the link between perceived corporate citizenship and organizational trust emphasizing that a lack of integrity can jeopardize consumer trust and organizational commitment. CSIR reflects a breach of moral and ethical standards that not only undermines stakeholder trust but also erodes the foundational principles that uphold a company's legitimacy. One of the most tangible consequences of CSIR is reputational damage. As Nardella et al. (2019, p. 20) emphasize, attributions of irresponsibility can critically impair a company's reputation. Such attributions signal to stakeholders that the company has violated societal norms or legal boundaries, inviting punitive responses including consumer boycotts, investor divestments, and public condemnation. Han et al. (2021, p. 129) further deepen this perspective by linking reputational damage to a broader crisis of credibility. The erosion of integrity, in this context, is not just a public relations issue—it becomes a structural vulnerability that affects investor confidence, employee morale, and stakeholder relations. Sarhan and Al-Najjar (2022, p. 4532) highlight that companies with robust governance frameworks tend to exhibit higher CSR performance. Importantly, they argue that aligning executive incentives with ethical and social outcomes can strengthen organizational integrity. Therefore, it was hypothesized that,

H3: CSIR negatively affects organizational integrity.

Social Exchange Theory

This study is based on Social Exchange Theory (SET). SET posits that individuals engage in interpersonal exchanges with expectations regarding fairness, reciprocity, and mutual benefit; therefore, it has been instrumental in explaining various forms of social interaction and has provided a versatile basis for subsequent research across disciplines (Cropanzano & Mitchell, 2005, p.874). SET has been applied in various empirical studies. Studies expanded the theory to examine social networks and relational bonds, revealing how social exchanges influence trust, reciprocity, and social capital (Molm et al., 2012, p. 141). SET has been used in different contexts, such as unemployment support networks (Dijkstra, 2015, p.3) and business relationships where psychological contracts matter (Kingshott & Pecotich, 2007, p.1053). The theory provides a useful framework for studying how individuals and organizations manage social connections. Additionally, SET's economic concepts- such as costs, benefits, and net gains-help researchers analyze social support and resource exchange in areas like residential mobility (Magdol & Bessel, 2003, p. 149). SET has been utilized to explore interpersonal relationships within workplaces and organizational contexts. In the field of organizational behavior, researchers have applied SET to better understand communication outcomes and the development of workplace trust. These studies emphasize the importance of reciprocal interactions in fostering a sense of obligation and mutual support among colleagues (Torro et al., 2022, p. 162; Chernyak-Hai & Rabenu, 2018, p. 456). This study posits that workplace relationships are governed by reciprocity norms, where employees respond to companies' actions with commensurate behaviors. When organizations violate ethical norms (e.g., CSIR), employees may retaliate with deviance (WDB) or disengage (reduced attractiveness/integrity). The research model of the study is formed as it is seen in Figure 1.

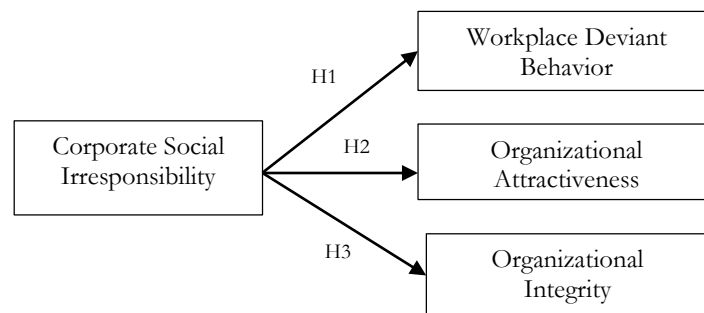


Figure 1. Research Model

Method

Sampling and Data Collection

In the study, the data is collected by using a scenario-based survey method. A CSIR action scenario was developed on the basis of Abbasi et al.'s (2024, p. 8-9) study. Data is collected from a student sample. 508 valid questionnaires were obtained. The sampling characteristics are given in Table 1. Respondents were asked to read information about the CSIR actions of a fictitious pharmaceutical company- PharmaVera İlaç and answer the questionnaire. The CSIR scenario is given in the Appendix.

Table 1. The Characteristics of the Sample

	Frequency	%
Gender		
<i>Female</i>	244	47,8
<i>Male</i>	264	52,2
Age		
<i>18-25</i>	243	48,0
<i>26-35</i>	265	52,0
Employement		
<i>Employed</i>	296	58,3
<i>Not employed</i>	212	41,7
<i>Total</i>	508	100.0

The measurement instruments were adapted from validated scales in the literature, through a five-point Likert scale ranging from “strongly disagree” to “strongly agree” being utilised. The CSIR perception was adopted by Abbasi et al. (2024, p. 9); workplace deviant behavior was adopted by Abbasi et al. (2022, p. 53); organizational integrity was adopted by McEvily & Tortoriello (2011, p. 38); and organizational attractiveness was adopted by Highhouse et al. (2003, p. 990-992). To ensure translation accuracy, the scales were translated into Turkish and then back-translated into English, then the questionnaire was pre-tested on a sample of six respondents, and necessary adjustments were made before its final implementation.

Results

The Validity and Reliability of the Measurement

The structural validity of the scales was tested using confirmatory factor analysis (CFA), while their reliability was assessed using Cronbach's alpha ($\alpha \geq 0,70$), composite reliability (CR $\geq 0,70$), and average variance extracted (AVE $\geq 0,50$) (Hair et al., 2016). First the CFA was run for each of the scales. Accordingly, the CFA did fit well, EFA was not proceeded.

The CFA results showed CSIR scale fits well with the data (CMIN = 16,994; df = 5; CMIN /df = 3,399; CFI = 0,994; GFI = 0,989; IFI = 0,994; TLI = 0,981; RMSEA = 0,069). Standardized factor loads for items of the CSIR scale range from 0,584 to 0,871 and all factor loadings are significant at the $p < .001$ level.

The CFA results showed that Workplace Deviant Behavior scale fits well with the data (CMIN = 9,309; df = 3; CMIN /df = 3,103; CFI = 0,995; GFI = 0,993; IFI = 0,995; TLI = 0,984; RMSEA = 0,064). Standardized factor loads for items of the Workplace Deviant Behavior scale range from 0,614 to 0,860 and all factor loadings are significant at the $p < ,001$ level.

The CFA results showed that Organizational Attractiveness scale fits well with the data (CMIN = 8,57; df = 2; CMIN /df = 4,285; CFI = 0,994; GFI = 0,992; IFI = 0,994; TLI = 0,982; RMSEA = 0,047). Standardized factor loads for items of the Organizational Attractiveness scale range from 0,448 to 0,941 and all factor loadings are significant at the $p < ,001$ level.

The CFA results showed that Organizational Integrity scale fits well with the data (CMIN = 2,14; df = 1; CMIN /df = 2,14; CFI = 0,999; GFI = 0,998; IFI = 0,999; TLI = 0,996; RMSEA = 0,069). Standardized factor loads

for items of the Organizational Integrity scale range from 0,819 to 0,934 and all factor loadings are significant at the $p < ,001$ level.

As a result of the CFA analysis, several items having factor loadings below 0,50 were deleted. On that ground, four items from the workplace deviant behavior construct (wbd1, wbd2, wbd7), one item from the organizational attractiveness construct (attr2, attr4), and two items from the organizational integrity construct (int2, intr4) were deleted. Table 2 shows the CFA results of the research model (including all the scales together), the average variance explained (AVE), composite reliability (CR) and Cronbach's alpha coefficient values.

Table 2. AVE and CR Values

Items	λ	C.R.	AVE	Square Root of AVE	Cronbach's Alpha Coef.
CSIR		0,949	0,566	0,753	0,886
Paying very low wages to employees	0,821				
Having employees work in an unsafe environment	0,743				
Discriminating employees based on gender	0,567				
Selling products whose production harms the natural environment	0,861				
Producing huge amounts of waste	0,751				
Making misleading claims to customers through advertising	0,738				
Workplace Deviant Behavior		0,940	0,571	0,756	0,849
If I work in this company, I would take an additional or longer break than is acceptable.	0,804				
I would come in late to work without permission.	0,839				
I would neglect to follow my boss's instructions.	0,733				
I would intentionally work slower than you could have worked.	0,768				
I would put little effort into your work.	0,615				
Organizational Attractiveness		0,952	0,751	0,866	0,808
For me, this company would be a good place to work.	0,846				
This company is attractive to me as a place for employment.	0,808				
A job at this company is very appealing to me.	0,940				
Organizational Integrity		0,924	0,842	0,917	0,828
PharmaVera has a strong sense of justice.	0,951				
PharmaVera tries hard to be fair in dealings with others.	0,802				
I like PharmaVera's values.	0,794				
Sound principles seem to guide PharmaVera's behavior.	0,747				

The CFA results for the research model fit well with the data (CMIN = 599,29; df = 121; CMIN /df = 4,87; CFI = 0,936; GFI = 0,890; IFI = 0,936; TLI = 0,919; RMSEA = 0,077), and all factor loadings are significant at the $p < .001$ level.

Following the instructions given by Hair et al. (2013, p. 7), discriminant validity was then investigated. The discriminant validity between the constructs was evaluated using the methodology put out by Fornell & Larcker

(1981, p. 41). This method states that if the square roots of the variables' AVE values are greater than the correlations between them, discriminant validity has been demonstrated. Discriminant validity between the study's constructs was validated, as seen in Table 3.

Table 3. The Discriminant Validity of the Constructs

	CSIR	Work.dev.beh.	Org.Attr.	Org.Integrity
CSIR	0,753			
Work.dev.beh.	0,026	0,756		
Org. Attr.	-0,662	-0,062	0,866	
Org. Integrity	-0,652	-0,034	0,750	0,917

* Values in gray cells are Square Root of AVE.

Hypothesis Testing

Path analysis was used to assess the research hypothesis, as shown in the structural model in Figure 2. Before analyzing the hypothesis, the goodness of fit between the measurement model and the data is evaluated. Values of the goodness criterion are observed. In structural equation modeling, the congruence between the data and the model is crucial. The alignment between the data and the model signifies the model's validity. If the model aligns well with the data, it may be utilized for prediction; otherwise, predictions cannot be derived from the model (Hair et al., 2013, p. 2).

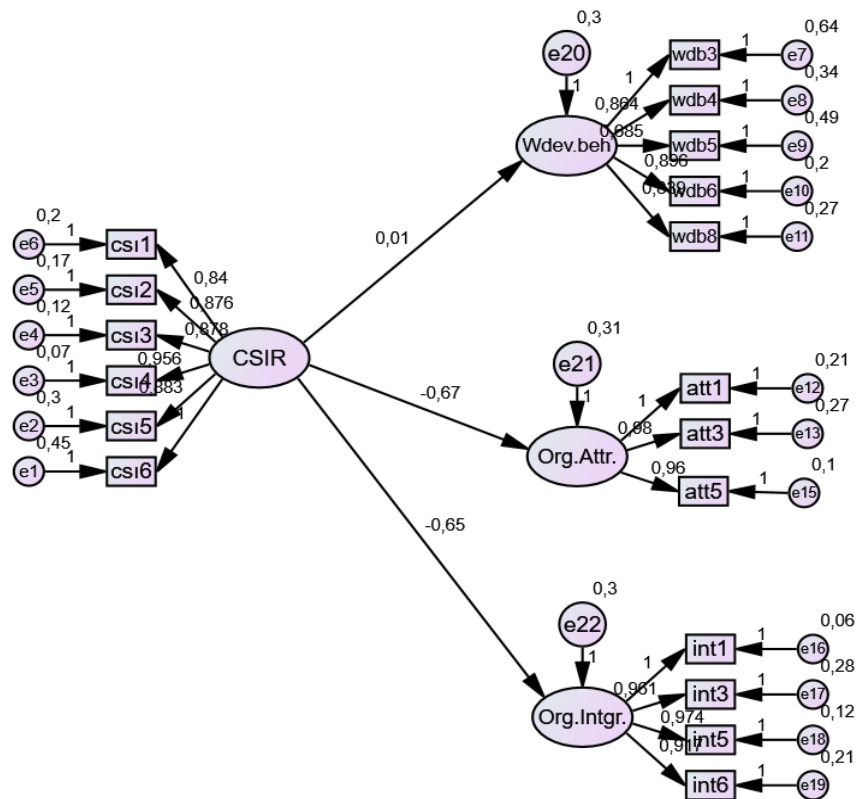


Figure 2. Structural Model of the Hypothesized Relationships

As indicated in Table 4, the path model demonstrated a criterion that assesses data fit as GFI, CFI, NFI and IFI approaching 1.0, with an CMIN/df value ranging from 2.0 to 5.0 as 4,7. The RMSEA value is precisely at the final acceptable threshold as 0,08. Consequently, a fitness between the model and the data in the research is evident.

Table 4. The Hypotesis Testing Results

Metric	Default Model	Saturated Model
CMIN	510,456	0
CMIN/DF	4,254	-
GFI	0,904	1
NFI	0,932	1
CFI	0,947	1
TLI	0,932	-
RFI	0,912	-
IFI	0,947	1

The results of the hypothesis testing are given in Table 5. As it is seen on Table 5, CSIR negatively affects organizational attractiveness ($\beta = -0,673$ $p < ,005$), and organizational integrity ($\beta = -0,646$ $p < ,005$) while it does not have any significant impact on workplace deviant behavior ($\beta = 0,010$ $p = ,885$). R² values were found as 0,438 for the organizational integrity, and 0,445 for the organizational attractiveness.

Table 5. The Hypotesis Testing Results

			Estimate	S.E.	C.R.	P	
Wdev.beh	<---	CSIR	0,010	0,071	0,144	0,885	H1 unsupported
Org. Attr.	<---	CSIR	-0,673	0,052	-12,881	0,000	H2 supported
Org. Integ.	<---	CSIR	-0,646	0,04	-12,786	0,000	H3 supported

Discussion

The findings of this study offer valuable insights into the multifaceted effects of Corporate Social Irresponsibility (CSIR) on companies and their stakeholders. This study puts forward that CSIR significantly influences organizational integrity, and organizational attractiveness, supporting previous research emphasizing the adverse impacts of CSIR on stakeholder perceptions (Antonetti et al., 2020, p. 69; Wagner et al., 2020, p. 86). In that sense, the results align with existing studies that highlight the relationship between organizational irresponsibility and negative stakeholder behaviors, such as moral outrage and punitive reactions (Abbasi & Amran, 2023, p. 209; Swaen et al., 2021, p. 717). On the other hand, this study postulates that CSIR does not have a significant effect on workplace deviant behavior. This may be explained by two reasons: First of all, the respondents were requested to presume that they were employed by the fictional company, which was employed in the scenario. Consequently, they were not exposed to the CSIR actions of a company in real life. Secondly, workplace deviant conduct is any deliberate activity conducted by employees that contravenes the established standards and expectations within the work environment. This conduct includes many activities, such as deceit, larceny, and intimidation, which contravene workplace laws and norms (Robinson & Bennett, 1995, p. 556-557). Employees may exhibit workplace deviant behavior for numerous personal or organizational reasons, such as self-serving motives, burnout, perceived mistreatment or injustice, unethical conduct from colleagues or leaders, or difficulties associated with the organizational environment (Zhang & Zhao, 2024, p. 8).

The findings of this study can be further interpreted through the lens of Social Exchange Theory (SET), which posits that relationships are formed and maintained based on perceived costs, benefits, and reciprocity (Cropanzano & Mitchell, 2005, p. 874). When stakeholders—including employees and job seekers—perceive a

company as engaging in CSIR, they may reassess their relationship with the organization. If the costs (e.g., reputational harm, ethical concerns) outweigh the benefits (e.g., salary, job security), stakeholders may withdraw support or engage in negative behaviors. This aligns with the study's finding that CSIR reduces organizational attractiveness as job seekers (potential employees) may avoid companies with poor ethical reputations, reflecting a breakdown in the social exchange where trust and fairness are expected. Moreover, SET emphasizes that trust and reciprocity are crucial for maintaining healthy stakeholder relationships (Molm et al., 2012, p.145). When companies engage in CSIR, they violate this trust, leading to moral outrage and reduced cooperation among employees.

The focus of this research on job searchers as a stakeholder group, which had been underexplored in previous studies, is a significant addition that contributes to the overall body of knowledge. According to Antonetti et al. (2021, p. 404), who suggested that irresponsible corporate acts have a negative effect on recruiting results, the data highlights the fact that perceptions of CSIR impair the appeal of a company. This study contributes to a more comprehensive understanding of the consequences of CSIR by establishing a connection between it and not just the actions of consumers and investors, but also the attitudes of employees and potential employees. The study's focus on job seekers expands SET's application, showing that even potential employees evaluate companies based on ethical reputation before entering an exchange.

Furthermore, the evidence presented in the study that CSIR has a role in creating deviant conduct in the workplace implies that employees may internalize unfavorable impressions of corporate irresponsibility, which may result in acts that are in direct opposition to the norms and regulations of the company. According to Hericher & Bridoux (2023, p. 1536-1539), this lends credence to the idea that ethical violations carried out at the corporate level might penetrate the dynamics of the workplace, therefore weakening trust and integrity.

The findings have repercussions that are applicable to managers and leaders in the real world. It is imperative that companies acknowledge the far-reaching implications of socially irresponsible activities, not only on their reputation in the public eye but also on the dynamics of their employees within the company and their capacity to recruit the most qualified individuals. The negative impacts of CSIR can be mitigated by the use of proactive measures, such as the promotion of a culture that values responsibility and openness. From an SET perspective, companies must recognize that CSIR disrupts the social exchange equilibrium, leading to reputational damage, reduced employee morale, and difficulties in attracting talent. To restore balance, organizations should promote transparency and ethical leadership to rebuild trust with stakeholders; align corporate actions with employee and societal expectations to ensure perceived fairness; and foster a culture of accountability where ethical behavior is rewarded, which will reduce the likelihood of workplace deviance.

Conclusion

This study enhances the comprehension of CSIR by analyzing its effects on workplace deviance, organizational integrity, and appeal. The research used a scenario-based survey and SEM analysis to illustrate that perceptions of Corporate Social Irresponsibility elicit adverse emotions from stakeholders, including moral outrage and reduced organizational confidence. The incorporation of job searchers as a vital stakeholder group enhances the literature, emphasizing the significance of Corporate Social Investment (CSIR) in influencing recruiting results. The report emphasizes the urgent necessity for companies to pursue ethical standards to protect their reputation and stakeholder relationships.

Limitations and Further Research

This study, notwithstanding its merits, has several drawbacks. The employment of a scenario-based online survey, although successful in isolating key factors, may not comprehensively reflect the intricacies of actual organizational situations. Respondents' views and behaviors may vary in real job environments. Secondly, the sample is constrained in its demographic and geographic representation, potentially limiting the generalizability of the results. The cross-sectional methodology of the study inhibits the examination of longitudinal impacts, including the evolution of perceptions of CSIR over time and its enduring influence on stakeholders.

Future research may mitigate these constraints by employing longitudinal designs to investigate the enduring effects of CSIR on organizational outcomes. Broadening the sample to encompass varied cultural and industrial

contexts might improve the generalizability of the results. Furthermore, qualitative approaches, such interviews or focus groups, may yield profound insights into stakeholders' perceptions and responses to CSIR.

Additionally, examining the moderate influence of organizational initiatives, such as corporate apologies or remedial measures, in alleviating the adverse impacts CSIR. Investigating the relationship between personal attributes, such as moral identity or ethical orientation, and their reactions to CSIR may provide a more refined comprehension of stakeholder behaviors. By examining these aspects, future study can clarify the intricate relationship between CSIR and organizational effectiveness.

Declaration of Conflicting Interests

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The author(s) did not receive any financial support for the research, writing, and/or publication of this article.

Statements of Publication Ethics

We hereby declare that the study has not unethical issues and that research and publication ethics have been observed carefully.

Researchers' Contribution Rate

The study was conducted and reported by only one researcher.

Ethics Committee Approval Information

Ethics committee approval was obtained for this study from the Piri Reis University, Scientific Research and Publication Ethics Committee, with its decision dated 15/11/2024 and numbered 09.

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GENİŞLETİLMİŞ ÖZET

Kurumsal sosyal sorumluluk, günümüz iş dünyasında giderek artan bir öneme sahip olup, şirketlerin sadece kar elde etme amacı gütmeyip aynı zamanda toplumsal ve çevresel etkilere de dikkat etmelerini gerektiren bir kavramdır. Literatürde KSS kavramı geniş bir açıdan oldukça fazla çalışılmış olmakla birlikte genel olarak işletmelerin çeşitli KSS faaliyetleri ve bunların muhtemel çıktıları araştırılmıştır. Bununla birlikte Kurumsal Sosyal Sorumluluk Aykırılığı (KSSA- Corporate Social Irresponsibility) çok fazla araştırılmamış ve kavram olarak yakın zamanda tanımlanmıştır (Antonetti vd., 2021).

KSSA, bir işletmenin çevre ve topluma ilişkin sorumluluklarını ihmal etmesi, görmezden gelmesi veya umursaması olarak tanımlanmaktadır. Bir başka deyişle, KSSA işletmelerin yasa dışı, etik dışı veya toplumsal açıdan kabul edilemez davranışlar sergileyerek toplum ve çevre üzerinde olumsuz etkiler yaratmasını ifade etmektedir. KSSA, çevresel tahribat, iş gücü sömürsü, ayrımcılık, yolsuzluk ve yanıltıcı pazarlama gibi paydaşlara zarar veren davranışları içermektedir (Abbasi vd., 2024). Bu eylemler, çalışanlar, müşteriler, tedarikçiler ve topluluklar gibi paydaşlar üzerinde olumsuz sonuçlar doğurmaktadır. Literatürde bazı araştırmacılar tarafından KSSA, zayıf kurumsal sosyal sorumluluk performansı olarak değerlendirilmektedir (Barnett ve Salomon, 2012); ancak KSSA'nın bağımsız bir kavram olarak ele alınması gerektiği görüşü son yıllarda ağırlık kazanmıştır (Abbasi vd., 2023).

KSSA, kurumsal sosyal sorumluluk eksikliği ya da olmaması değil, kasten ve niyetli olarak sosyal sorumluluktan uzak davranışlar, tutumlar sergilemek anlamına gelmektedir (Clark vd., 2021) KSSA'nın kökleri, kurumsal adaletsizlik ve etik dışı davranışlara dayanmakta olup, bu durum paydaşlar arasında güçlü ahlaki duygular ve davranışsal tepkiler uyandırması açısından önemlidir (Antonetti vd., 2020). KSSA, kurumsal yanlış davranışlardan farklı olarak, odak noktasını eylemlerin sonuçlarına ve verilen zarara yönelmektedir. Literatürde genel olarak iki tür KSSA'dan bahsedilmektedir; içsel KSSA ve dışsal KSSA (Abbasi vd., 2023). İçsel KSSA, çalışanlara yönelik ayrımcılık veya güvensiz çalışma koşulları gibi zarar verici uygulamaları içermekte; dışsal KSSA ise çevre kirliliği ve tüketici sömürsü gibi durumları kapsamaktadır.

İş yerinde uygun olmayan davranışlar, örgütsel normlara aykırı ve organizasyonun veya üyelerinin refahını tehlikeye atan gönüllü davranışlar olarak tanımlanmaktadır (Robinson ve Bennett, 1995). Bu tür davranışlar, genellikle bireylerin iş yerinde yaşadığı stres faktörlerine bir yanıt olarak ortaya çıkmaktadır. Örneğin, haksızlık algıları, memnuniyetsizlik ve stres gibi olumsuz duygular çalışanları bu tür davranışlara yöneltebilir. Sapkın davranışlar, bireylerin ve organizasyonun performansını olumsuz etkilemekte, üretkenlikte düşüşe ve iletişim kopukluklarına yol açmaktadır.

Örgütsel çekicilik, bireylerin bir organizasyonu çalışma yeri olarak ne kadar cazip bulduğunu ifade etmektedir. Araştırmalar, bu algının iş başvurusu kararlarını etkilediğini ortaya koymaktadır (Highhouse vd., 2003). Örgütsel çekicilik hem sembolik hem de araçsal faktörlerle ilişkilendirilmektedir. Kurumların sosyal sorumluluk faaliyetleri, örgütsel çekiciliği artıran önemli faktörlerden biri olarak öne çıkmaktadır; ancak örgütsel çekicilik bağlamında, potansiyel adayların işe alım öncesi süreçte KSSA eylemlerini nasıl algıladığı ve bu algıların bir organizasyonun çekiciliğini değerlendirmelerine nasıl etki ettiği konusunda önemli bir literatür boşluğu bulunmaktadır.

Örgütsel bütünlük, bir organizasyonun kendi değerlerini ve ilkelerini tutarlı bir şekilde sürdürebilme kapasitesini ifade etmektedir (Fuerst ve Luetke, 2021). Bu kavram, sadece etik uyum değil, aynı zamanda zorlu durumlarda dahi doğru olanı yapma taahhüdünü içermektedir. Örgütsel bütünlük şirketlerin etik ve toplumsal kaygılara karşı sorumluluk almasını sağlayan temel bir ilke olarak tanımlanmaktadır. Uzun vadeli kurumsal başarı için bir temel oluşturan örgütsel bütünlük, etik risklerin zamanla ekonomik risklere dönüşmesi nedeniyle kritik bir öneme sahiptir (Fuerst vd., 2023). Örgütsel bütünlük, yasalara uygunluk, dürüstlük ve saygı gibi etik standartların korunmasını içermekte; şirket içi uygulamaların dış yasal yükümlülüklerle uyumlu ve günlük faaliyetlere tutarlı bir şekilde entegre edilmesini gerektirmektedir. Aynı zamanda öz eleştiri yapmayı, güçlü ve zayıf yönlerin kabul edilmesini ve sürekli iyileştirme taahhüdünü de kapsamaktadır (Fuerst ve Luetke, 2021). KSSA ise örgütsel bütünlük ilkelerine doğrudan aykırılık teşkil ederek etik olmayan uygulamaları teşvik etmekte, riskleri artırmakta ve güveni zedelemektedir. Bununla birlikte, literatürde KSSA'nın örgütsel bütünlük üzerindeki etkilerine ilişkin önemli bir araştırma boşluğu bulunmaktadır.

Bu makale, KSSA'nın işyerindeki uygun olmayan davranışları, örgütsel çekiciliği ve örgütsel bütünlüğü nasıl etkilediğini araştırmaktadır. Çalışma kapsamında, 508 katılımcıdan senaryo tabanlı çevrimiçi anket yöntemiyle veri toplanmış ve yapısal eşitlik modellemesi kullanılarak hipotezler test edilmiştir. Sonuç olarak KSSA'nın kurumsal çekicilik ve bütünlük üzerinde olumsuz bir etkiye sahip olduğu, ancak işyerinde uygunsuz davranışlarda bulunma üzerinde anlamlı bir etkisinin olmadığı bulunmuştur.

Bu çalışmanın bulguları, KSSA'nın işletmeler ve paydaşları üzerindeki çok boyutlu etkilerine dair önemli çıkarımlar sunmaktadır. Çalışmada, KSSA'nın örgütsel bütünlük ve örgütsel çekicilik üzerinde anlamlı bulunun bir etkisinin olması KSSA'nın paydaş algıları üzerindeki olumsuz etkilerini vurgulayan önceki araştırmaları desteklemektedir (Antonetti vd., 2020; Wagner ve diğerleri, 2020). Bu bağlamda, bulgular, örgütsel sorumsuzluk ile paydaşların ahlaki öfke ve cezalandırıcı tepkiler gibi olumsuz davranışları arasındaki ilişkiyi vurgulayan mevcut çalışmalarla uyum göstermektedir (Abbasi ve Amran, 2023; Swaen vd., 2021).

Bununla birlikte, çalışmada KSSA'nın iş yerinde uygun olmayan davranışlar sergileme üzerinde anlamlı bir etkisinin olmadığı saptanmıştır. Bu durum iki nedenle açıklanabilir: İlk olarak, katılımcılardan senaryoda kullanılan hayali bir işletmede çalıştıklarını varsaymaları istenmiştir. Dolayısıyla, gerçek hayatta bir işletmenin KSSA uygulamalarına maruz kalmamışlardır. İkinci olarak, uygun olmayan davranışlar sergileme, çalışanların iş ortamındaki yerleşik norm ve beklentilere aykırı kasıtlı eylemlerini ifade etmektedir. Bu davranışlar, hile, hırsızlık ve tehdit gibi iş yeri yasalarına ve normlarına aykırı çeşitli faaliyetleri içermektedir (Robinson ve Bennett, 1995). Çalışanlar, kişisel veya örgütsel sebeplerle, örneğin kişisel çıkarlar, tükenmişlik, algılanan kötü muamele veya adaletsizlik, meslektaşlar veya liderler tarafından yapılan etik dışı davranışlar veya örgütsel çevreyle ilgili zorluklar nedeniyle uygun olmayan davranışlar sergileyebilmektedir (Zhang ve Zhao, 2024).

Bu çalışmanın daha önce yeterince araştırılmamış bir paydaş grubu olan iş arayanlara odaklanması, literatüre önemli bir katkı sunmaktadır. Antonetti vd. (2021) tarafından öne sürüldüğü üzere, sorumsuz kurumsal eylemlerin işe alım sonuçları üzerinde olumsuz etkileri olduğu belirtilmiş ve elde edilen veriler, KSSA algılarının bir şirketin çekiciliğini azalttığını göstermektedir. Çalışma, KSSA'nın yalnızca tüketiciler ve yatırımcılar üzerindeki etkileri değil, aynı zamanda çalışanlar ve potansiyel çalışanların tutumları üzerindeki sonuçlarını da ortaya koyarak KSSA'nın etkilerini daha kapsamlı bir şekilde anlamaya katkıda bulunmaktadır.