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Duarte, A.P., Neves, J., Gomes, D., & Moisés, G. (2019). CSR, job satisfaction, and customer orientation in Angola. *World Review of Entrepreneurship, Management and Sustainable Development*, 15 (1/2), 93-109. DOI: 10.1504/WREMSD.2019.10019890

### Pos-print version

#### Abstract

This study sought to examine the effect of corporate social responsibility (CSR) on employees' customer orientation through the mediating role of job satisfaction for a sample of tourism and hospitality employees in Angola. Data were collected from 125 respondents using anonymously completed structured questionnaires. Perceived CSR was assessed by the scale developed by Martínez *et al.* (2013), which includes social, economic and environmental issues. Job satisfaction was measured using Lima *et al.*'s (1994) job-facet scale, while customer orientation was evaluated using a reduced version of Saxe and Weitz's (1982) customer-orientation scale. The three dimensions of CSR in question have dissimilar levels of association with customer orientation. Only perceptions of company engagement in social CSR practices explain employees' customer orientation, and the relationship is partially mediated by job satisfaction. Additional studies with larger samples and longitudinal designs are needed to determine further the influence of CSR on employees' job satisfaction and customer orientation.

**Keywords:** Corporate social responsibility, job satisfaction, employee customer orientation, Angola, Africa, tourism and hospitality, hotels, job attitudes and behaviours.

## **Introduction**

In recent years, organisations around the globe have been encouraged to behave in a socially responsible manner by diverse stakeholders (Carroll, 2016; Carroll and Shabana, 2010). Consequently, companies are increasingly expected to maximise the creation of shared value for all stakeholders and society at large. Firms should also mitigate the possible negative impacts of their operations by considering social and environmental issues alongside economic aspects of their business operations (European Commission, 2001, 2011).

The importance given to corporate social responsibility (CSR) has triggered extensive investment in research seeking to understand whether and how organisations can ‘do well by doing good’. The empirical evidence gathered thus far suggests that CSR is a potential source of diverse competitive advantages (Porter and Kramer, 2006). CSR practices can decrease operating costs; strengthen brand positioning; enhance firms’ ability to attract, motivate and retain employees; and increase sales, service quality and market share (Carroll and Shabana, 2010; Duarte *et al.*, 2014; Kotler and Lee, 2005; Margolis and Walsh, 2003; Sánchez-Hernández and Gallardo-Vázquez, 2016). Since organisations serve the needs of multiple stakeholders (e.g. employees, customers, investors and shareholders), it is important to understand their perceptions and responses to CSR activities (Aguinis and Glavas, 2012; Lee *et al.*, 2012; Sen *et al.*, 2006).

The present study sought to understand more clearly employees’ perceptions and responses to CSR activities by examining how these practices influence their job satisfaction and customer orientation. More specifically, this research adopted a multidimensional approach to CSR measurement, examining the effects of three dimensions of CSR (i.e. economic, social and environmental) on employees’ job

satisfaction, which, in turn, was expected to impact their customer orientation. The study was carried out in the context of the tourism and hospitality industry.

This context was deemed appropriate for the present research because this industry has major repercussions on economic development (e.g., direct and indirect employment) and natural resources conservation (Chan, 2011; World Travel and Tourism Council, 2016). In addition, the tourism and hospitality industry faces increasing challenges with more demanding customers and fiercer competition between players in a globalised market (Benavides-Velasco *et al.*, 2014; Coles *et al.*, 2013).

In this context, the level of employee customer orientation plays an important role in corporate performance and success (Farrell and Oczkowski, 2012). Given the intangible and interactive nature of tourism and hospitality services, customers' evaluation of service quality is often based on the attitudes and behaviours of employees (Chow *et al.*, 2006; Hennig-Thurau, 2004). Thus, understanding and managing employee attitudes and behaviours is instrumental to guaranteeing service quality and, ultimately, organisational performance (Farrell and Oczkowski, 2012; Meyer *et al.*, 1989). Accordingly, a relevant research question is how employees' perceptions of their companies' social performance can contribute to the development of these workers' positive job-related attitudes and behaviours.

This paper is structured as follows. First, the theoretical framework and research hypotheses are presented. Then, the study methodology is described, including the sample, measures and procedures. Next, the statistical analyses and results are presented. Finally, some conclusions are offered, and the results' theoretical and practical implications are discussed.

## **Theoretical framework and hypotheses**

Several theoretical perspectives on the relationship between business and society have been proposed and discussed in the literature over the last century (Arevalo, 2009; Carroll, 1999; 2016). Because CSR is in clear alignment with stakeholder theory (Freeman, 1984) and the sustainable development model (Elkington, 1998), this concept has become increasingly relevant in academic and business fields. Thus, CSR is now on the agenda of multiple social agents (Carroll, 2016).

Based on a broad view of corporate responsibilities towards society, CSR proponents argue that organisations should embrace social and environmental considerations in their business operations and relationships with multiple stakeholders (European Commission, 2001). This approach entails developing principles, policies and practices that appear to further some social good (Carroll, 2016; McWilliams and Siegel, 2001). CSR is, therefore, a multidimensional construct that includes a broad range of initiatives and practices. Among these are reducing businesses' environmental impacts, improving occupational health and safety, investing in community support and people management and development and ensuring firms' economic sustainability (Carroll and Shabana, 2010; Dahlsrud, 2008; Duarte *et al.*, 2010).

The literature on CSR and job attitudes and behaviours is still quite scarce (Aguilera *et al.*, 2007; Aguinis and Glavas, 2012). Nonetheless, some evidence already exists that employees' perceptions of their organisations' CSR contribute to triggering workers' emotional, attitudinal and behavioural responses to their firms (Gond *et al.*, 2010; Rupp *et al.*, 2006). Employees' perceptions of corporate engagement in socially responsible practices have been found to be significantly related to several important constructs, such as organisational commitment (e.g. Gaudêncio *et al.*, 2017; Turker, 2009). These perceptions have also been linked to, among other aspects, organisational identification (e.g. De Roeck and Delobbe, 2012; Rodrigo and Arenas, 2008), work

engagement (e.g. Glavas and Piderit, 2009; Lin, 2010), and turnover intention (e.g., Galbreath, 2010; Lee *et al.*, 2012; Lee *et al.*, 2013).

The relationship between CSR and employee responses has been empirically analysed in Europe, North America, Oceania, and Asia (e.g. De Roeck and Delobbe, 2012; Galbreath, 2010; Lee *et al.*, 2012; Lee *et al.*, 2013; Tziner *et al.*, 2011; Valentine and Fleishman, 2008). However, in the African context, few studies have analysed the influence of CSR on employees' attitudes and behaviours (Cheruiyot and Maru, 2012). The present study sought to contribute to filling this gap by analysing the opinions of hospitality employees of the Lobito region of Angola. In particular, this research examined the relationship between these workers' perceptions of their hotels' CSR and their job satisfaction and customer orientation.

Job satisfaction is frequently defined as a pleasurable or positive emotional state resulting from an overall evaluation of one's job or job experiences (Locke, 1976). From a different perspective, job satisfaction can be considered an attitude -defined as a 'positive (or negative) evaluative opinion of one's job or work situation' (Weiss, 2002, p. 6). This implies employees' appreciation of different aspects of their work situation and the extent to which this corresponds to their expectations and aspirations. Job satisfaction is, therefore, mainly conceptualised not as affect but as an evaluation, which is the conceptualisation adopted in the present study.

Job satisfaction is a construct of paramount importance for management sciences. It is related to diverse wished-for results at the organisational (e.g. performance [Meyer *et al.*, 1989]) and individual level (e.g. physical and psychological health [Spector *et al.*, 1988]). Previous studies have explored the relationship between CSR and job satisfaction. Overall, their findings suggest that employees' perceptions of the engagement of their organisations in CSR practices can have a significant

connection to their assessment of their work situation, but the influence of specific dimensions can vary according to the social context.

For instance, Valentine and Fleischman (2008) found that perceived external CSR, namely, the degree to which a company is perceived as responsible from a community perspective, is positively related to the levels of job satisfaction reported by American business professionals. Using a tridimensional measure of CSR in a Portuguese context, Duarte and Neves (2011) found that three dimensions of CSR (i.e. employees, the environment and community and the economy) significantly influence the job satisfaction of employees of a cement company. In addition, Tziner *et al.* (2011) found that various dimensions of CSR (i.e. employees, society, customers and the government) are significantly related to Israeli workers' job satisfaction.

Two studies of Korean workers produced different results after assessing the effects of the four dimensions of CSR proposed by Carroll (1979). Lee *et al.* (2012) found that only perceived ethical CSR is significantly associated with the level of job satisfaction of franchised foodservice enterprises' employees. In contrast, Lee *et al.* (2013) found that only perceived economic CSR has a significant effect on job satisfaction for a sample of casino employees. Cheruiyot and Maru (2012) analysed the relationships between numerous CSR practices and varied employee responses - including job satisfaction - based on a sample of hotel employees in Kenya. The cited authors found a paradox in which, despite perceiving a weak engagement in internal CSR practices, participants reported being satisfied with several job facets.

Given the limited number and different scope of the abovementioned studies, further research is needed to understand more fully the influence of CSR on job satisfaction. To this end, the impacts of three dimensions of CSR—social, economic, and environmental practices—were analysed in the present study. These dimensions are

relatively consensual in the literature (Dahlsrud, 2008; European Commission, 2001) and also have been deemed significant in the tourism and hospitality field (Martínez *et al.*, 2013). Therefore, based on the above-reviewed literature, the following hypothesis was proposed:

*Hypothesis 1: Employees' perceptions of CSR are positively related to their job satisfaction.*

Regarding employees' customer orientation, different theoretical perspectives have been developed on this construct. Some authors define it as employees' tendency or predisposition to satisfy customer needs in a job context (Brown *et al.*, 2002; Grizzle *et al.*, 2009), thus conceptualising workers' customer orientation as a personality trait. Other researchers see this as the behaviour of service employees when meeting the needs and wishes of existing and prospective customers (Hennig-Thurau and Thurau, 2003; Hoffman and Ingram, 1992; Saxe and Weitz, 1982). The present study adopted the latter definition.

Independent of the conceptualisation to which they subscribed, previous studies have highlighted the importance of customer orientation as a leverage for service quality and customer satisfaction (Chow *et al.*, 2006; Hennig-Thurau, 2004; Kim and Ok, 2009; Steevensz, 2016), as well as for performance (Brown *et al.*, 2002; Korschun *et al.*, 2014; Saxe and Weitz, 1982). Employees with a strong customer orientation expend more time and effort to satisfy customer needs, and, therefore, these workers are more successful at maintaining mutually beneficial long-term service relations with clients (Kelley, 1992). Customer orientation can thus be related to both CSR and job satisfaction.

Previous studies have explored the relationship between job satisfaction and customer orientation and concluded that a close relationship exists between them (e.g.



Donavan *et al.*, 2004; Hoffman and Ingram, 1992; Lee *et al.*, 2012; Pettijohn *et al.*, 2007). However, two divergent viewpoints have emerged from the literature on this topic. Some researchers have proposed that job satisfaction arises from customer orientation as the result of employees' being better suited to -and more predisposed to enjoy -serving customers (Donavan *et al.*, 2004; Gazzoli *et al.*, 2013). For instance, Donavan *et al.* (2004) found that the effects of customer orientation on job satisfaction are fully mediated by job fit for American food services employees.

Proponents of the second viewpoint, meanwhile, maintain that job satisfaction is an antecedent of customer orientation (Hennig-Thurau and Thurau, 2003; Hoffman and Ingram, 1992; Pettijohn *et al.*, 2007). From this viewpoint, several factors first form job satisfaction, which, in turn, affects employees' level of customer orientation. Hoffman and Ingram (1992) found that job satisfaction leads employees to be more oriented to serve clients' needs. Along the same lines, Henning-Thurau and Thurau (2003) report that job satisfaction influences employees' motivation to behave in customer-oriented ways. Thus, the better workers' evaluation of their work situation is, the more marked their adherence to customer-oriented behaviours becomes. More recently, Lee *et al.* (2012) and Song *et al.* (2015) found that CSR affects the job satisfaction of casino employees and, subsequently, their customer orientation.

The current study explored the second view, positing that job satisfaction mediates the relationship between employees' perceived CSR and customer orientation. Accordingly, the following hypotheses were proposed:

*Hypotheses 2: Employees' perceptions of CSR are positively related to their customer orientation.*

*Hypotheses 3: Job satisfaction mediates the relationship between employees' perceptions of CSR and their customer orientation.*

A description of the quantitative correlational research designed to test the hypotheses is provided next.

## **Study methodology**

### ***Procedure and sample***

As mentioned previously, this study took place in the Lobito region of Angola. Local hospitality companies were contacted several times by a member of the research team until 10 organisations authorised the distribution of questionnaires to their employees. A questionnaire was used for data collection because this constitutes a cost-effective, efficient way to obtain data for statistical analysis from large samples (Dana and Dana, 2005; Hill and Hill, 2005). Several precautions were taken during the development of the questionnaire to prevent potential common method bias.

To this end, the questionnaire first informed participants about the aims of the study, assuring respondents of the anonymity and confidentiality of all the data collected. The instructions explicitly stated that there were no right or wrong answers, and respondents were asked to answer the questions as honestly as possible. According to Podsakoff *et al.* (2003), protecting participant anonymity and reducing evaluation apprehension contributes to reducing lenient, acquiescent, and socially desirable answers. The last are a particular concern in questionnaire-based research since respondents may tend to present themselves more favourably to meet social expectations (Dana and Dana, 2005). Explicit references were also made to the respondents' voluntary participation in the survey. Around 200 questionnaires were distributed, and 132 questionnaires were returned. Seven questionnaires were incomplete and, thus, discarded. In the end, the responses of 125 employees were used for the analysis.

Participants were between 19 and 53 years old (mean [M] = 28.6; standard deviation [SD] = 6.5), and 54.1% were males. The respondents' level of education was as follows: 27.2% had completed nine years of schooling or less, 48.8% had between 10 and 12 years of schooling and 24.0% had a higher education degree. Regarding job tenure, participants had been employed in the hotels for an average of 3.9 years (SD = 4.9 years; minimum = 1 year; maximum = 26 years). The majority of these employees had a permanent employment contract (69.9%), with a part-time (51.9%) schedule and rotating shift schedules (61.9%), and most did not have a management position (79.3%).

### ***Measures***

The questionnaire used in this study contained the measures described in the following subsections.

#### *Predictor variable: perception of CSR*

Seventeen items taken from Martínez *et al.* (2013) were used to measure employees' perceptions of CSR because this scale was specifically developed for accessing the CSR performance of hospitality organisations. The scale assessed three dimensions of CSR. The first of these was social practices based on six items related to organisations' concern for people (i.e. employees and communities). An example item was: 'I think this organisation actively participates in social and cultural events (music, sports, etc.)'. For the present sample, the Cronbach's alpha coefficient ( $\alpha$ ) of these items is 0.85. The second dimension was economic CSR, using four items related to organisations' efforts to ensure responsible financial management. For instance, one item asked the respondents if their hotel seeks to 'improve its economic performance' ( $\alpha$  = 0.57). The last dimension was environmental CSR, based on seven items related to

organisations' focus on environmental concerns. For example, one item referred to how the hotel works to 'reduce its consumption of natural resources' ( $\alpha = 0.90$ ). Responses used a Likert-type scale ranging from 1 = 'Strongly disagree' to 7 = 'Totally agree.'

*Criterion variable: customer orientation*

Twelve items taken from Saxe and Weitz (1982) were selected to measure employees' self-reported customer orientation. A sample item was: 'I try to help customers achieve their goals' ( $\alpha = 0.85$ ). Responses were reported on a Likert-type scale ranging from 1 = 'Totally disagree' to 5 = 'Totally agree.'

*Mediator variable: job satisfaction*

Five items taken from Lima *et al.* (1994) were selected to measure how satisfied workers are with their current job. The scale evaluated satisfaction with five job facets: company, colleagues, direct supervisor, payment, and the job itself. For example, one item began, 'Regarding my current job, I am...' ( $\alpha = 0.68$ ). Participants responded using a Likert-type scale ranging from 1 = 'Very dissatisfied' to 5 = 'Very satisfied'.

The questionnaire also contained several demographical measures, such as gender, age, job tenure, type of employment contract, and management job position, in order to construct a profile of the sample. To ensure that the collected data did not include a significant amount of common method bias, the Harman test was performed (Podsakoff *et al.*, 2003), revealing that common method bias was not a serious threat to the present study's validity.

## **Results**

The data were analysed using IBM SPSS Statistics 22.0. Table 1 shows the correlations, Ms, SDs, and reliabilities for all variables. According to the correlation matrix, all three dimensions of CSR are positively and significantly associated with each other: economic CSR-social CSR ( $r = 0.57, p < 0.01$ ), economic CSR-environmental CSR ( $r = 0.58, p < 0.01$ ) and environmental CSR-social CSR ( $r = 0.86, p < 0.01$ ). All the CSR dimensions are also positively and significantly associated with job satisfaction: economic CSR ( $r = 0.42$ ), social CSR ( $r = 0.41$ ) and environmental CSR ( $r = 0.41$ ) ( $p < 0.01$  for all). This is also true for the dimensions' relationship with customer orientation: economic CSR ( $r = 0.33$ ), social CSR ( $r = 0.41$ ) and environmental CSR ( $r = 0.32$ ) ( $p < 0.01$  for all). Finally, job satisfaction and customer orientation are also positively and significantly associated ( $r = 0.38, p < 0.01$ ).

*- Please insert Table 1 around here -*

The hypotheses were tested using hierarchical regression analyses. Baron and Kenny's (1986) procedure for mediation analysis was followed and complemented with Sobel's (1982) test. According to Baron and Kenny (1986), the following conditions should be carefully maintained. First, the predictor variable (i.e. perceptions of economic, social and environmental CSR) should affect the mediator variable (i.e. job satisfaction) in the first regression equation (i.e. the first step). Second, the criterion variable (i.e. customer orientation) should be affected by the predictor variable in the second regression equation (i.e. the second step). Last, the mediator variable (i.e. job satisfaction) should affect the criterion variable (i.e. customer orientation) in the third regression equation (i.e. the third step).

A small set of variables identified in the literature as significant control variables in studies related to CSR issues were controlled in all the regression analyses, namely,

gender, age, education and type of employment contract. Before these analyses were performed, tolerance values were used to assess the degree of multicollinearity between variables. All values are higher than 0.30, thus exceeding the cut-off point of 0.10 recommended by Cohen *et al.* (2003).

In the hypotheses testing, first, job satisfaction was regressed on the three predictor variables and control variables. As can be seen in Table 2, only respondents' perceptions of corporate engagement in economic ( $\beta = 0.21, p < 0.05$ ) and social CSR practices ( $\beta = 0.29, p < 0.05$ ) help to predict employees' job satisfaction. The two variables explained 26% of the variance of respondents' assessment of their work situation. Contrary to expectations, employees' perceptions of their hotel's engagement in environmental practices had no effect on their job satisfaction ( $\beta = 0.12$ , statistically non-significant [n.s.]). Thus, the results only partially support Hypothesis 1 regarding the existence of a positive relationship between employees' perceptions of CSR and their job satisfaction.

- Please insert Table 2 around here -

Next, the criterion variable was regressed on the three predictor variables and control variables. The results reveal that only respondents' perceptions of corporate engagement in social CSR practices help to predict their level of customer orientation ( $\beta = 0.41, p < 0.01$ ), explaining 18% of the variance in the customer orientation reported. Perceived engagement in economic ( $\beta = 0.07$ , n.s.) and environmental CSR practices ( $\beta = -0.05$ , n.s.) did not have a significant impact. Therefore, the results only partially support Hypothesis 2 regarding the existence of a positive relationship between employees' perceptions of CSR and their customer orientation.

Finally, in the third step of the mediation test, customer orientation was regressed on the mediator variable, including the predictor and control variables in the equation. A comparison of these results with those obtained in the previous step revealed that respondents' job satisfaction ( $\beta = 0.31, p < 0.01$ ) partially mediates the relationship between their customer orientation and perception of their companies' engagement in social CSR practices ( $\beta = 0.32, p < 0.05; Z = 3.377, p < 0.05$ ). This model of mediation explains 24% of the variance in the respondents' self-reported customer orientation. When considered together, these results appear to indicate a partial mediation effect of job satisfaction in the relationship between employees' perceptions of their hotels' engagement in CSR practices involving people (i.e. social CSR) and these employees' customer orientation. This result thus partially validates Hypothesis 3.

### **Discussion and conclusions**

This study examined the relationship between employees' perceived CSR and their customer orientation, including the mediating role of job satisfaction. The results indicate that employees' perceptions regarding their organisations' engagement in CSR practices influence both their satisfaction at work and behaviour towards customers.

In line with the findings of previous studies, the present results reveal that the dimensions of CSR under study have dissimilar levels of association with employees' attitudes and behaviours (e.g. Duarte and Neves, 2011; Lee *et al.*, 2012). Hotels' engagement in economic and social practices is linked with their staff's increased job satisfaction (e.g. Duarte and Neves, 2011; Tziner *et al.*, 2011). This is probably because these CSR dimensions encompass practices that directly affect short- and long-term working conditions.

For instance, assuring fair treatment of employees and providing training and promotion opportunities contributes to better working conditions, which can be positively mirrored in individuals' evaluation of their job satisfaction. Likewise, when companies improve their economic performance and seek to ensure long-term economic success, this can give employees the feeling that they have more job security. This could be particularly important in developing economies such as Angola's, in which workers can be deeply concerned about the possibility of unemployment.

In contrast, the environmental CSR dimension does not help to explain employees' job satisfaction. One reason for this, among others, might be because this dimension encompasses practices not directly related to working conditions or because it may be less valued by employees compared to the other dimensions assessed. Given the extensive investment of the tourism and hospitality industry in the environmental domain (World Travel and Tourism Council, 2016), this result is unexpected and, thus, worthy of future research.

Moreover, according to the present results, only hotels' performance in the social CSR dimension is related to employees' customer orientation, contributing to a considerable increase in individuals' efforts to fulfil the wishes and needs of customers. Organisations' responsible practices in the economic and environmental fields are not related to employees' customer orientation.

Even more interesting, the results indicate that job satisfaction partially mediates the relationship between employees' perceived social CSR and their customer orientation (Lee *et al.*, 2012; Song *et al.*, 2015). It appears, therefore, that how employees perceive the way their hotel treats people (i.e. employees and communities) influences the staff's satisfaction at work, and this, in turn, increases their willingness to help customers. The present study, thus, found support for the idea that being satisfied



with their workplace leads employees to be more oriented toward serving customers' needs.

### ***Theoretical and practical implications***

On a theoretical level, this research extends previous studies of CSR in African contexts. The results show that, despite the specificities of developing economies in terms of employment relationship (Dartey-Baah and Ampofo, 2016), African employees respond positively to companies' efforts to engage in CSR practices. The social CSR dimension, in particular, appears to influence hotel staff's attitudes (i.e. job satisfaction) and behaviours (i.e. customer orientation) in the workplace.

Moreover, the present study revealed that the effect of CSR on employees' customer orientation is explained, at least in part, by their increased job satisfaction. Thus, having good social practices seems to help increase not only job satisfaction but also customer orientation. The latter is a variable that the literature has emphasised as crucial for service quality and organisational performance (Chow *et al.*, 2006; Farrell and Oczkowski, 2012; Hennig-Thurau, 2004).

On a practical level, the present findings reinforce the importance of corporate social performance as an additional tool for managing employees' attitudes and behaviours. These results also shed light on how managers can plan CSR activities to facilitate employees' job satisfaction and customer orientation. To accomplish this goal, hospitality firms' engagement in responsible practices towards people and on an economic level appear to be fundamental to these companies' success. Communicating their engagement in CSR to staff can help maximise employees' understanding and perceptions of hotels' initiatives in various dimensions of CSR. As argued by Lee *et al.* (2012) and Lópes-Fernández and Mansilhas (2015), organisations need to use

transparent and effective communication when engaging in CSR. According to the present findings, communication directed towards companies' internal public should disclose how these organisations are involved in practices that improve employees and communities' well-being. This communication can also help to promote a service-oriented corporate culture. According to Vigolo *et al.* (2016), this is extremely important in service organisations, such as hotels, since it shapes employees' behaviours and, consequently, affects service quality and customer evaluations.

### ***Limitations and suggestions for future research***

As in all research, these results need to be interpreted in light of the study's limitations. First, the data were collected in a non-probabilistic convenience sample of employees from only 10 organisations located in the Lobito region of Angola. Therefore, any generalisation of findings should be done with caution (Hill and Hill, 2005). Future research along these lines needs to obtain larger, more diversified and representative samples to achieve better generalisability.

Second, given the correlational design of the study, the results do not allow for any conclusions regarding causal relationships, and, thus, other possible causal directions between variables can be assumed to exist. Third, all variables were collected at the same time from the same source, making the study vulnerable to common method bias (Podsakoff *et al.*, 2003). Although the results of the Harman test suggest this is not a serious threat to the validity of the present study, future research could collect data at different times.

Besides overcoming the limitations of this study, future research can explore other possible psychosocial mechanisms to explain how CSR practices influence customer orientation. For example, within social identity theory, organisational

identification can be a relevant mediating variable. A qualitative approach to the study of employees' perceptions of CSR practices and their impact on job attitudes and behaviours could also facilitate a fuller understanding of this matter. As discussed by Dana and Dana (2005), qualitative approaches can complement more quantitative ones and provide a better understanding of how a given process occurs.

Overall, the findings suggest that organisations can use their CSR practices to promote a more satisfied and customer-oriented workforce. The literature suggests that a workforce with these characteristics can be crucial to providing excellent service and ensuring customer satisfaction and, ultimately, superior organisational performance. Therefore, organisations need to embrace a strategy of engaging in a broad set of social responsibilities and maximise the return on this investment among their various stakeholders - starting with their employees.

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Table 1: Descriptive statistics and correlations

	Mean	SD	1	2	3	4	5	6	7	8	9
<b>1. Gender<sup>1</sup></b>	–	–	–								
<b>2. Age</b>	28.57	6.46	0.09	–							
<b>3. Education</b>	–	–	0.05	0.06	–						
<b>4. Type of employment contract<sup>2</sup></b>	–	–	0.01	0.27** <sup>3</sup>	-0.11	–					
<b>5. Economic CSR (ECON CSR)</b>	4.49	1.33	-0.03	0.07	-0.04	0.03	(0.57) <sup>4</sup>				
<b>6. Social CSR (SOC CSR)</b>	4.47	1.39	0.01	0.13	0.03	0.10	0.57**	(0.85)			
<b>7. Environmental CSR (ENV CSR)</b>	3.79	1.45	-0.04	0.06	0.02	0.00	0.58**	0.86**	(0.90)		
<b>8. Job satisfaction (JS)</b>	3.48	0.64	-0.08	-0.00	0.04	-0.11	0.42**	0.41**	0.41**	(0.68)	
<b>9. Customer orientation (CO)</b>	3.97	0.50	-0.05	0.20*	0.13	-0.14	0.33**	0.41**	0.32**	0.38**	(0.85)

<sup>1</sup> Gender: 1 = male, 2 = female

<sup>2</sup> Type of employment contract: 1 = permanent, 2 = temporary

<sup>3</sup> \*  $p < 0.05$ , \*\*  $p < 0.01$

<sup>4</sup> Cronbach's alphas in parentheses

Table 2: Regression analyses

Criterion variables	Job satisfaction (step 1)				Customer orientation (steps 2 and 3)			
	R2adj	B	t	$\beta$	R2adj	B	t	$\beta$
<b>Predictor variables</b>								
<b>Model 1</b>	-0.019				0.032			
(Constant)		3.856	7.916			3.362	9.135	
Gender <sup>5</sup>		-0.100	-0.795	-0.076		-0.099	-1.060	-0.099
Age		-0.002	-0.240	-0.024		0.019	2.473	0.244* <sup>6</sup>
Education		0.015	0.183	0.017		0.070	1.174	0.109
Type of employment contract <sup>7</sup>		-0.139	-1.021	-0.101		0.022	0.217	0.021
<b>Model 2</b>	0.259				0.180			
(Constant)		2.749	6.055			2.812	7.668	
Gender		-0.073	-0.676	-0.055		-0.091	-1.064	-0.092
Age		-0.010	-1.131	-0.098		0.013	1.901	0.175
Education		0.025	0.359	0.029		0.068	1.228	0.105
Type of employment contract		-0.172	-1.472	-0.125		0.014	0.147	0.013
Economic CSR		0.103	2.118	0.209*		0.026	0.676	0.070
Social CSR		0.137	2.042	0.293*		0.145	2.698	0.409**
Environmental CSR		0.053	0.821	0.118		-0.017	-0.328	-0.050
<b>Model 3</b>					0.244			
(Constant)						2.174	5.364	
Gender						-0.075	-0.906	-0.075
Age						0.016	2.295	0.204*
Education						0.061	1.155	0.095
Type of employment contract						0.053	0.581	0.051
Economic CSR						0.002	0.062	0.006
Social CSR						0.113	2.142	0.318*
Environmental CSR						-0.029	-0.583	-0.085
Job satisfaction						0.234	3.174	0.309**

<sup>5</sup> Gender: 1 = male, 2 = female

<sup>6</sup> \*  $p < 0.05$ , \*\*  $p < 0.01$

<sup>7</sup> Type of employment contract: 1 = permanent, 2 = temporary