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Causative Investigation of Corporate Social Responsibility to Customers on Employees' Commitment to the Organization and Job Satisfaction in Construction Corporates

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

In the standard tactic, a lot of companies believe that the customer is actually interested just in the last product that it buys, or perhaps quite, how it's constructed. How the company deal with customer, whether there is a strategy for customer care and social responsibility to their customers, are found to be important by public and internal employees. Nowadays, nonetheless, employees are starting to evaluate businesses in phrases of job conditions and what the business does for customers. This particular realization offers a chance for this particular study to take a look at the process of CSR to customers (as one of the primary stakeholders) as well as satisfaction and commitment of employees to the organization in the UAE construction sector. The model has three variables, CSR to customers, employees' job satisfaction, and employees' commitment to the organisation, and three direct relations to be assessed in this study. The study is a descriptive study based on quantitative analysis of original data, which has been collected by using a well-structured questionnaire. The study are deductive approach and following the scientific approach steps for deciding about the proposed argument of the research problem. The valid sample size, after data

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cleaning, is 457 cases, which is satisfying the needed sample size. The usable dataset found to be reliable and valid based on a variety of Smart PLS assessments. Employees evaluate their commitment to the organization and satisfaction at below average levels, which is partly caused by the CSR to employee. The results show that employees' commitment and satisfaction are at below average level. CSR to customers' found to be a strong cause of the low employees' commitment and the low employees' job satisfaction. Overall, the findings show that CSR to customers in UAE is influencing the employees' job satisfaction and commitment to the organisation, and it is for sure one of the causatives of the low employees' commitment. Overall, the three proposed direct relation within the model was approved at significance level of 1%. Thus, public relation, marketing, and customer care management must enrich the corporate social practices towards customers and corporate governance must adapt the policies to be a CSR effective. Projected future research is to investigate other constructs of CSR and to examine more consequences such as performance and loyalty.

Keywords: CSR; CSR to customers; job satisfaction; employee satisfaction; employee commitment; UAE; construction industry.

1. INTRODUCTION

As Stormer discussed, company as well as society had been connected to one another permanently [1]. Nevertheless, today's business isn't considered duties as well as program community as being a primary requirement. This particular way and understanding had been replaced as well as the notion of company changed to be among the various interacting devices. Businesses are actually fighting over the commitments of theirs to different stakeholders in a broader research of business responsibility [2], [3]. Mitchell, Agle, and Wood followed the Freeman stakeholder classification approach by classifying stakeholders based on their own attributes which determine the connection between stakeholders [4,5]. The different stakeholders have different attributes but at the same time their interests are interacting and must be balanced to achieve the best outcome for the organisation. The idea of stakeholder control is actually starting to be a lot more crucial and has been strengthened in the business. This idea is particularly related to the construction business, because the construction project continues to be managed as well as applied by a number of main stakeholders [6].

In the standard tactic, a lot of companies believe that the customer is actually interested just in the last product that it buys, or perhaps quite, how it's constructed. Nowadays, customers are starting to evaluate businesses in phrases of job conditions and what the business does for customers. Based on Waldman, Siegel, and Javidan, customers do not just choose businesses based on their offered products and

services, but they are interested in how they do their jobs, how it is created, what type of material they used, how they deal with different stockholders [7]. The moment customers receive information that is positive about the issues mentioned previously, they build an optimistic image in the minds of lag the organization, which also impacts employees to operate in a far more binding way for the organization. Thus, social responsibility to customers might also affect the workers' emotional dedication to the organization. In a study by Singh and Paithankar, claimed that social responsibility tasks have a beneficial impact on employee satisfaction [8]. In another study by Valentine and Fleischman, they indicate that organizational honest applications and social responsibility affect the employees' satisfaction [9]. They are studied the impact of social responsibility for job satisfaction, and concluded that social responsibility methods greatly affect employee satisfaction. Many recent studies produce a good link between the people's perceptions about the corporate social responsibility (CSR) of the business of theirs and their mental organizational commitment (AOC) [10]–[14].

Though the debate is much from achieving an agreement, it is now apparent that the construction business took part in the CSR informally. Udayasankar proposed that outcomes are different, which reported that the companies at any size are likewise driven to take part in CSR although a different set of reasons [15]. This kind of conclusion raises additional doubts about if any standard assumptions or maybe models can explain CSR in the construction business in the UAE. With this particular debate,

scientists make an effort to boost the understanding of theirs and make a much better connection between practices and theory of CSR in the construction market in the UAE.

The customers are also essential stakeholders and considered as a major driver for the organization to improve their CSR habits. Davenport, developed a CSR framework to feature the following: customer service pursuits respect customer rights, offering quality services and products as well as offer info that's useful and true. Although a major number of scientific studies have been through regarding the outcome of CSR methods on organizational performance, few scientific studies concentrated on the influence of CSR to customers as well as organizational commitment [16]. Omar et al. discovered that CSR to customers influences organizational commitment, as well as Prutina, and Sehic discovered that CSR pursuits directed to customers greatly effect employees' dedication to the organization. Thus, there's nonetheless a demand for checking out the effect of CSR to customers on the employees' commitment and job satisfaction [17,18].

This particular realization offers a chance for this particular study to take a look at the process of CSR to customers (as one of the primary stakeholders) as well as the satisfaction and commitment of employees to the organization in the UAE construction sector.

1.1 The Concept of Corporate Social Responsibility (CSR)

While CSR rose in the United States to deal with unreliable public conduct of overwhelming business organizations, it is not constrained to the pleasure of economic and legal obligations, the two most elementary segments of CSR distinguished by [3]. As a prudent contention for CSR, Hargrave stated that in today's globalized world, in which people as well as organizations believes enabled to sanction shift, CSR speaks to a means of anticipating along with reflecting societal anxieties to reduce operational and financial needs on company [19]. By an insightful point of perspective, it was realized that achievement wonderful to go to the amount that things that are in line with societal values as from components inside to the company. The economic contention set ahead by Hargrave reveals a relative significance of the group attitude because they consider the level of

company's CSR practices to public as a scale for their advancement and value [19]. Furthermore, recognize that businesses have to construct a watertight image' as a company's engaging quality as well as achievement are actually connected to the characteristics of its brand and image. This kind of perspectives of CSR in late publishing unmistakably show the existing nature and plausible future instructions of the construct. Organisations' philanthropic and moral obligations are becoming much more smeared with their legal and economic responsibilities. Furthermore, the 'watertight image' that Hargrave examined can rarely be achieved from the satisfaction of legal and economic responsibilities. Somewhat, the ethical responsibilities of theirs are able to assist in the brand name building activity [13]. Though Carroll claimed that these classes of societal obligation are essentially exclusive, but differentiating and priorities this obligation is a tough mission for managers [3]. To anticipate the upcoming bearing of CSR concept, the existing exploration embraced Jones and Wicks much more considerable significance of CSR as a concept which corporations have an obligation to constituent groups as well as society besides stockholders and associate that recommended by law as well as union contract [20].

1.2 Proposed Model Development

The proposed model have three variables, CSR to customers (CSRCUS), employees' job satisfaction (EJS), along with employees' commitment to the organisation (ECO), and also three assumed relations being evaluated in this research. The following is the elaboration and also support for the associations from the prior reports.

Customers are of probably the most crucial stakeholders of an enterprise. Scientific studies indicate that a company's CSR techniques, especially exterior types, would have a main positive effect on its employees' organizational dedication [10]. Prutina and Sehic in the review of his, discovered that CSR pursuits targeted to clients significantly affect employees' commitment to the company [17]. Ramstad actually found in the analysis of his that CSR towards the customers positively and significantly influences employees' commitment to the company [21]. Hence it's hypothesized at this specific study that;

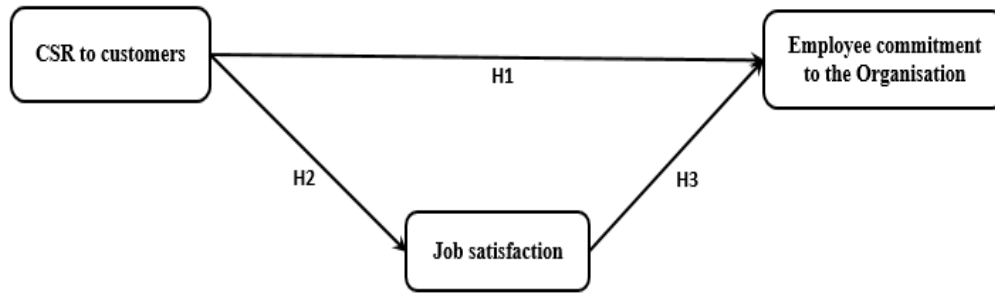


Fig. 1. Proposed model

H1: There is positive association between CSR to customers and employees' commitment to the organizational.

Fig. 1 shows the conceptual model, relations, and hypotheses associated with this study.

Research of CSR impact on intra organizational behaviour, e.g. organizational commitment [22] or maybe job satisfaction [10], recommend that employees firmly identify with corporations that are perceived as socially responsible. Probably the most typical place of literature is actually job satisfaction influence organizational commitment [23]–[28]. The explanation is the fact that employees that are pleased with the jobs of theirs much more prepared to stay in the organization, resulting in a good connection between the job satisfaction as well as work retaining [26]. In reality, organizational commitment as well as job satisfaction might be cut down fast whenever they recognize that the organization of theirs just centered to attain higher profit, doesn't comply with ethical standards as well as laws acceptable [29].

2. RESEARCH METHODOLOGY

The study is designed as a scientific research that argues specific hypothesis and drive through to accept or reject it. The study is using quantitative approach, which has been applied on the collected primary dataset that collected by the researcher by using a well-defined questionnaire.

Singh and Paithankar concluded that there is a great impact of CSR pursuits of employee satisfaction [8]. Valentine and Fleischman implies that business values as well as social responsibility favourably influence job satisfaction of employees. They examined the CSR influence of job satisfaction and they also learned that CSR methods have a major effect of job satisfaction of the employees [9]. The latest analysis also creates positive associations between employees' perception of corporate social responsibility (CSR) along with their affective organization commitment (AOC) [10]–[14]. Hence it's hypothesized at this particular study that;

The adequate sample size can be calculated to satisfy two role of thumbs. The first is the required sample size for a proper PLS analysis and the other one the effective sample size based on the statistical power approach P [30], [31]. Hair Jr, Hult, and Ringle sets the rule of thumb to calculate the minimum sample required for PLS analysis, which is calculated as 10 times the maximum number inbound relations to any outcome variable within the model. In this specific analysis, the minimum sample size is 20 [30]. However, the effective sample size dependent on Cohen sampling, which is calculated by the use of G Power software tool, is 138 cases. Actually, the final valid dataset of this study is 457 cases [32].

H2: There is positive association between CSR to customers and job satisfaction.

The population is all the project management staff who is working with construction organisations in UAE. The number of active working companies with at least one hundred worker is 250 company. As the number of companies are huge and distributed in different states of UAE, Stratified random sampling techniques is suitable for this study [33]. Data was collected during 2018 from 60 chosen companies based on stratified random sampling, to represent the variety of organisations in all geographic location of UAE. Within each company, random sampling technique was

H3: Job satisfaction positively influences employees' employees' commitment to the organization.

applied to collect data from whoever available at the time of collections.

The instrument utilized for data collection was a well-structured questionnaire in five-point Likert scale. The coding of the five-point Likert scale is ascending (5 = strongly agree, 4 = agree, 3 = neither, 2 = disagree, and 1 = strongly disagree, 5 = strongly agree. The first part is asking for demographic qualities of respondents. The next is the scale of organizational commitment, which designed to have nine questions that adapted from the research done by Turker [14]. The 3rd part is the scale of CSR to customers, which designed to have three questions that adapted from the studies done by Turker and Rego et al. [12,14]. The last is the scale of employee job satisfaction, which designed to have six questions that adapted from the study done by Hsu [34].

3. FINDINGS

Findings are structured in four primary areas. Respondents' demographic profile and descriptive analysis to propose the respondents' characteristics and opinion. PLS inner model assessments for validity and reliability. Finally, PLS outer model assessments for relational examination.

3.1 Respondents' Demographic Analysis

The functional sample size, following information cleaning, is 457 cases that is fulfilling the required sample size. Table 1 shows the summary information of the respondents' qualities. The predominant of employees are men (94.7 %), aged between thirty one and fifty years (64.8 %), getting experience between five and ten years (47.3 %), getting a bachelor degree (91.5 %), along with working at functional level (72.6 %).

3.2 Descriptive Analysis of Respondents' Opinion

The respondents had been asked for their opinion against 3 major variables in an ascendant five-point Likert scale. As observed in Table 2, employee commitment to the organization has 9 indicators and also the general mean were at 61.7 %, that interpreted as a below average belief. Job satisfaction has 6 items and also the general mean value were at 65 %, that interpreted as a below average belief. Last, CSR to customers has 3 indicators and also the general mean were at 72.5 % that viewed as an average belief.

Table 1. Respondents' profile

Characteristic		Frequency	Percent
Gender	Male	433	94.7
	Female	24	5.3
Age	up to 30 years old	100	21.9
	31-40 years old	147	32.2
	41-50 years old	149	32.6
	more than 50 years old	61	13.3
Years of experience	1-5years.	33	7.2
	5-10 years.	216	47.3
	10-15 years	72	15.8
	Above 15 years	136	29.8
Highest academic Qualification	Bachelor Degree	418	91.5
	High Diploma	0	0
	Master Degree	9	2.0
	Doctoral / PhD	30	6.6
Work position	Operational Management	332	72.6
	Middle Management	98	21.4
	Top Management	27	5.9

Table 2. Descriptive analysis of respondents' opinion

Variable	Mean	Percentage
CSR to customers	3.6265	72.53
Employees' job satisfaction	3.2498	65.00
Employees' commitment to the organization	3.0849	61.70

Tables 3, 4, and 5 show the items or questions for every variables with its mean score and standard deviation value. Table 3, shows the descriptive statistic results of the three questions of CSR to customers; Table 4, shows the descriptive statistic results of the six questions of job satisfaction; and Table 5, shows the descriptive statistic results of the nine questions of employees' commitment to the organisation.

Table 3. Descriptive statistics of CSR to customers

Items	Mean	Std. deviation
Our company protects consumer rights beyond the legal requirements	3.66	1.318
Our company provides full and accurate information about its products to its customers	3.56	1.359
Customer satisfaction is highly important for our company	3.65	1.331
CSR to customers (Accumulative Mean Value)	3.6265	1.20917

Table 4. Descriptive statistics of job satisfaction

Items	Mean	Std. Deviation
I feel I am treated with dignity and respect by my manager.	3.36	1.265
I feel proud to work for my company.	3.17	1.376
I do feel my company speaks openly and honestly, in terms of internal communication even when the news is bad.	3.08	1.366
I have positive opinions about the degree of flexibility in doing my job.	3.33	1.260
Those who do well on the job stand a fair chance of being promoted.	3.49	1.318
When I do a good job, I receive the recognition for it that I should receive.	3.06	1.377
Job satisfaction (Accumulative Mean Value)	3.2498	1.00554

Table 5. Descriptive statistics of employee commitment to the organization

Items	Mean	Std. Deviation
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	2.80	1.186
I talk up this organization to my friends as a great organization to work for	3.10	1.334
I would accept almost any types of job assignment in order to keep working for this organization	3.13	1.148
I find that my values and the organization's values are very similar	3.16	1.240
I am proud to tell others that I am part of this organization.	3.27	1.145
This organization really inspires the very best in me in the way of job performance.	3.09	1.230
I am extremely glad that I chose this organization to work over others I was considering at the time I joined	3.01	1.233
I really care about the fate of this organization	3.07	1.193
For me, this is the best of all possible organizations for which to work	3.14	1.216
Employee commitment to the organization (Accumulative Mean Value)	3.0849	0.91658

3.3 PLS Outer Model Assessments of Reliability and Validity

For statistical analysis, the study make use of the SmartPLS software program. For validity and reliability of the last dataset, four assessments had been carried out that's followed Hair Jr, Hult, and Ringle rule of thumb [30].

For indicator reliability, outer loading assessment was performed and the results are summarized in Table 6. The item is reliable if its loading is passing the threshold of 0.708. Four items is waived because of its weak loading.

For composite reliability, Cronbach's Alpha and composite reliability assessments were performed and the results are summarized in Table 7. The variable has adequate internal consistency if its score is above 0.70. The three

proposed variables were at an adequate score and were internally consistent.

For convergent validity, Average Variance Extracted (AVE) assessment was performed and the results are summarized in Table 8. The variable has adequate internal relations if its score is above 0.50. The three proposed variables were at an adequate score and were internally related.

For discriminant validity, cress loading and Fornell-Larcker Criterion assessments were performed and the results are summarized in Table 9. Any item must have a higher loading within its associated than other variables, and within Fornell-Larcker Criterion Analysis scores in diagonal cells must be higher than other horizontal and vertical scores. The three proposed variables and its items were at an adequate score and were discriminately valid.

Table 6. Outer loading assessment of indicator reliability

	All items loading			Proper items loading		
	CSRCUS	ECO	EJS	CSRCUS	ECO	EJS
CSRCUS1	0.883			0.884		
CSRCUS2	0.932			0.932		
CSRCUS3	0.917			0.917		
ECO1		0.626		Deleted		
ECO2		0.651		Deleted		
ECO3		0.724			0.714	
ECO4		0.773			0.786	
ECO5		0.747			0.760	
ECO6		0.925			0.926	
ECO7		0.735			0.751	
ECO8		0.786			0.798	
ECO9		0.801			0.820	
EJS1			0.583			Deleted
EJS2			0.786			0.804
EJS3			0.905			0.932
EJS4			0.767			0.786
EJS5			0.579			Deleted
EJS6			0.900			0.929

Table 7. Composite reliability assessments

	Composite reliability	Cronbachs alpha
CSRCUS	0.936	0.897
ECO	0.923	0.902
EJS	0.922	0.886

Table 8. Convergent validity assessments

	AVE
CSRCUS	0.830
ECO	0.633
EJS	0.749

Table 9. Discriminant validity assessments

	Cross loading assessment			Fornell-Larcker criterion analysis		
	CSRCUS	ECO	EJS	CSRCUS	ECO	EJS
CSRCUS1	0.884	0.422	0.504	CSRCUS	0.911	
CSRCUS2	0.932	0.486	0.530			
CSRCUS3	0.917	0.465	0.501			
ECO3	0.378	0.714	0.498	ECO	0.503	0.796
ECO4	0.392	0.786	0.573			
ECO5	0.356	0.760	0.487			
ECO6	0.464	0.926	0.621			
ECO7	0.369	0.751	0.459			
ECO8	0.412	0.798	0.534			
ECO9	0.422	0.820	0.560	EJS	0.561	0.674
EJS2	0.505	0.539	0.804			
EJS3	0.507	0.616	0.932			
EJS4	0.440	0.564	0.786			
EJS5	0.488	0.609	0.929			
EJS6	0.488	0.609	0.929			

3.4 PLS Inner Model Assessments of Relations and Predictions

For statistical analysis, the study use the SmartPLS software package. For relations and prediction, two assessments were performed that is following the Hair Jr, Hult, and Ringle rule of thumb [30].

Predictive power and predictive relevance scores are interpreting the overall model predictions assessments. As seen in Table 10, the predictive power of employee commitment to the organisation is moderate with score of 0.48 and predictive relevance is medium with score of 0.29. In addition, the predictive power of employee job satisfaction is satisfactory with score of 0.32 and predictive relevance is moderate with score of 0.23.

Path coefficient related scores shows whether the relation is significant and at what relevance score. For 1-tailed relations, the relation is significant if the P value score is less than 0.05

and T statistics is more than 1.65. As seen in Table 11, the three relations are significant. The path coefficients of predictors of ECO are 0.571 and 0.183 for EJS and CSRCUS in precedence manner. The path coefficient score of the relation between CSRCUS and JS is 0.561.

The structure of the proposed model have one mediation effect, which is the mediating effect of job satisfaction in the relation between CSR to customers and employees' commitment to the organisation. Table 12 shows the summary of related results to the mediation analysis. The estimation of the mediations of the effects are following the steps of Hayes roadmap [35], which are dependent upon the common used Sobel mediation technique. The mediation effect is significant at level 1% and t-statistic value of 10.128. The coefficient of indirect effect is 0.332 are mapped with direct effect of 0.183 and total effect of 0.515. With the existence of direct and indirect effect, the mediation effect is approved partially.

Table 10. Predictive power and predictive relevance assessments

	Predictive Power		Predictive Relevance	
	R Square	Status	Q Square	Status
ECO	0.48	Moderate	0.29	Medium
EJS	0.32	Satisfactory	0.23	Medium

Table 11. Path coefficients assessments

	Path coefficient	Standard error	T Statistics	P Value (1 Tailed)	Status
CSRCUS -> ECO	0.183	0.040	4.56	0.000	Accepted
CSRCUS ->EJS	0.561	0.040	13.91	0.000	Accepted
EJS -> ECO	0.571	0.039	14.56	0.000	Accepted

Table 12. Mediation effect assessment

Mediation	Independent to mediator		Mediator to dependent		Direct effect		Total effect	Indirect effect	Significance of mediation	T Statistics of Mediation	Status
	Path coefficient	Status	Path coefficient	Status	Path coefficient	Status					
CSRCUS -> JS -> EC	0.561	Sig	0.571	Sig	0.183	Sig	0.515	0.332	0.000	10.128	Approved (Partial Mediation)

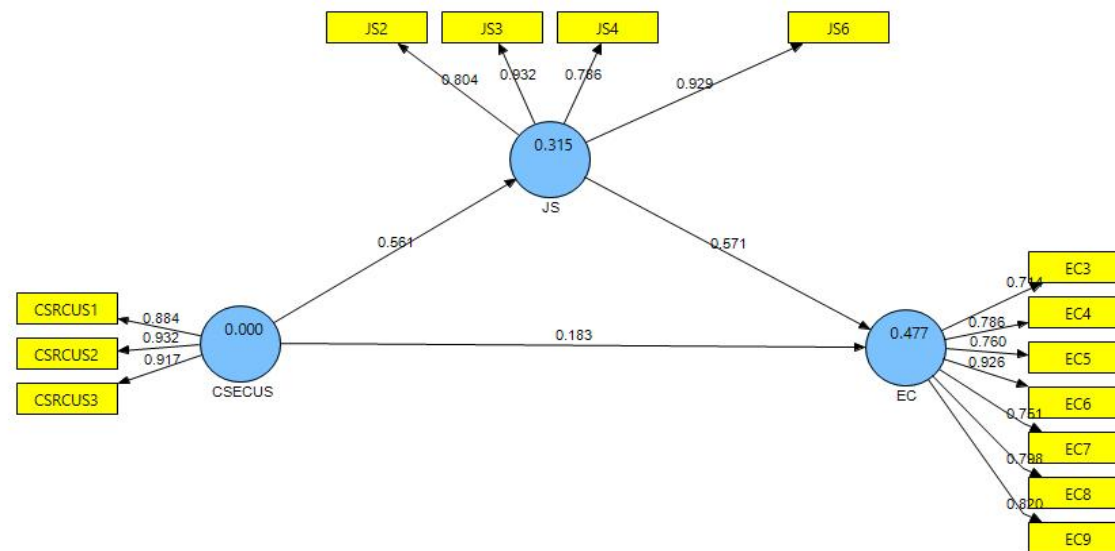


Fig. 2. Path coefficients model

4. DISCUSSION

The functional dataset of 457 respondents discovered to be valid and reliable according to a selection of SmartPLS assessments. Employees evaluate the commitment of theirs to the organization as well as satisfaction at below average amounts (61.7 % along with 65 %), that is brought on by the CSR to customers. The variance of employee commitment to organisation is usually defined by a quotient of 48 % as being a results of two predictors CSR to customers and also job satisfaction. Job satisfaction have a better influence than CSR to employees since JS beta regression is 0.571 while CSRCUS beta regression is 0.183. Additionally, the variance of employee job satisfaction could be defined by a quotient of 32 % as an outcome of beta regression score of 0.561 for the relation with the predictor CSRCUS. Overall, all of the three proposed immediate relation within the model was authorized at significance level of 1 %. Fig. 2, shows the path coefficients design.

5. CONCLUSIONS

The research assumes that the practices of CSR to customers in UAE construction industry are not in healthy conditions and could be one of the causes of low employees' satisfaction and employees' commitment to the organisation. The results shows that employees' commitment and satisfaction are at below average level, which is mapped with previous reports and studies [13]. CSR to customers' found to be a strong cause of the low employees' commitment which is also mapped with previous studies [21]. In addition, CSR to customers' is found to be a strong cause of the low employees' job satisfaction, and the results is mapped with findings of other scholars [5,12,14]. Overall, the findings shows that CSR to customers in UAE is influencing the employees' job satisfaction and commitment to the organisation, and it is for sure one of the causatives of the low employees' commitment.

6. IMPLICATIONS, LIMITATIONS, AND FUTURE WORK

CSR to customers is found to be a strong causative of low employees' commitment, so public relation, marketing, and customer care management must enrich the corporate social practices towards customers, such rewards and discounts, prizes, comfort and add-on services. Corporate governance must understand that

corporate policies must be adapted to reveal the corporate social responsibilities especially for customers in order to keep their loyalty and increase reputation.

The study is applied on the construction companies of UAE, performing the study in other industrial sectors is essential to complete the puzzle of the CSR influence. The study was conducted in UAE, results can be different at other countries or societies, therefore replicating the study in other climates and situations is welcome by other scholars.

Corporate social responsibility, has different constructs other than customers, such as environment and employees. Therefore, further research is needed to examine the impact of other CSR construct. CSR is found to have a relation with satisfaction and commitment, but the consequences list can have many other outcome such as employee engagement, performance, customers' loyalty, or even corporate performance. Therefore, examining the impact of CSR on different consequences is projected for further research.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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