



Perceived corporate social responsibility and job satisfaction in grocery retail: A comparison between low- and high-productivity stores

Sandro Castaldo^{a,*}, Andrea Ciacci^b, Lara Penco^b

^a University Bocconi, Milan, Italy

^b University of Genoa, Genoa, Italy

ARTICLE INFO

Handling Editor: Prof. H. Timmermans

Keywords:

Corporate social responsibility

Job satisfaction

Employee

Store productivity

Retail

ABSTRACT

The relationship between corporate social responsibility (CSR) and job satisfaction is underexplored in the retail sector. We aim to fill this gap by unpacking these constructs to analyse their interrelationships. Moreover, conceptualising productivity as a contextual factor able to generate multiple stressors for retail employees, we compare the CSR-job satisfaction relationship between low- and high-productivity stores. We argue that CSR strategies effectively contribute to maintaining high job satisfaction in both retail contexts. Working on a sample of 708 grocery retail chain employees, we apply structural equation modelling and multigroup regressions to test our hypotheses. The results show that CSR positively influences job satisfaction. In detail, internal CSR benefits job satisfaction more than external CSR. CSR strategies effectively work to strengthen job satisfaction even in high-productivity stores. These findings contribute to the debate about the employees' job satisfaction management in busyness and high-productive retail contexts.

1. Introduction

During the last two decades, corporate social responsibility (CSR) has gained prominence amongst business ethics scholars and practitioners (Aguinis and Glavas, 2012). CSR contributes to the organisation's competitive advantage, creating shareholder value, and influencing stakeholder conduct (El Akremi et al., 2018). More recently, researchers have started focusing on micro CSR, indicating the CSR influence on employees' attitudes and behaviours (Aguinis and Glavas, 2012; Ahmad et al., 2022). Theoretical perspectives based on micro CSR assume that the employees' perceptions of the CSR organisational activities affect employee-related outcomes, such as work roles, feelings and attitudes, customer-oriented behaviours, and job-related factors (De Roeck and Maon, 2018; Potdar et al., 2020; Zhao et al., 2022). Specifically, some authors highlighted the need to test models based on employees' perceptions of CSR and job-related outcomes (Aguilera et al., 2007; Aguinis and Glavas, 2012). Amongst these outcomes, the literature conceives employees' job satisfaction (JS) as particularly relevant. Higher JS levels lead to a better organisational balance to retain, attract, and recruit a competent workforce (Chandra et al., 2023; Chung et al., 2012; Rhoads et al., 2002). Satisfied employees would be more inclined to stand by their careers (Aguinis and Glavas, 2012).

In more detail, retail is a paradigmatic sector to study the micro-CSR effect on JS because the adoption of CSR practices can help retailers deal with the multiple and relevant issues concerning retail employees that may negatively influence their JS (Babin and Boles, 1996; Vadakkepatt et al., 2021). Currently, the literature has demonstrated CSR practices benefit specific employee-related outcomes in different sectors. However, to date, only a few studies focus on retail (Castaldo et al., 2022).

Addressing this gap, we argue that retailers should implement micro-CSR practices to overcome retail context-specific long-standing issues (e. g., job payment, variety, autonomy, commitment, and turnover) (Chandra et al., 2023; Park et al., 2021; Rhoads et al., 2002). This is especially true in the current environment in which, due to the emergence of new technologies and the outbreak of pandemic diseases (Raggiotto et al., 2023; Northington et al., 2021), the problems related to job uncertainty and precariousness in the retail and services sectors have exponentially grown. To cope with such problems, the retailers may decide to stimulate a higher level of JS by increasing the employees' perceptions of commitment and identification, reducing their sense of overload and inefficiency (Park et al., 2021; Raggiotto et al., 2023). From a broader perspective, according to Frank (2004), CSR-oriented firms can better survive in competitive or crisis environments because social responsibility substantially benefits firms and their stakeholder

* Corresponding author.

E-mail addresses: sandro.castaldo@sbocconi.it (S. Castaldo), andrea.ciacci@edu.unige.it (A. Ciacci), lara.penco@unige.it (L. Penco).

system. For instance, satisfaction with the company's CSR practices induces employees to work more even for the same salary (Tencati and Zsolnai, 2009). For this occurs, it is necessary that CSR practices are concrete and not only perceived - as happens for greenwashing or fair-washing communications - to avoid the reduction of credibility and retailer trust in the eyes of employees and customers (Ginder and Byun, 2022; Li et al., 2022).

In summary, although several studies in different sectors suggest CSR can improve JS (Chatzopoulou et al., 2022; Valentine and Fleischman, 2008; Zhao et al., 2022), to the best of our knowledge, none of the previous studies have analysed this subject in the retail sector. Based on these premises, we aim to fill this gap by investigating the relationship between retail employees' CSR and JS perceptions. In addition, to go into more detail, we unpack CSR and JS into their constituent dimensions to investigate which sets of CSR practices (i.e., internal and external CSR) generate higher increases on the different JS sides (i.e., payment, superior and work, and colleagues). Therefore, we aim to answer the following research question (RQ1): *Do employees' perceptions of CSR practices positively influence JS? Furthermore, which CSR dimensions are more effective in increasing JS?*

Although CSR has a strategic potential by itself (McWilliams et al., 2006; Porter and Kramer, 2006), it is not the only determinant retailers consider in developing their strategies. In a sector where success over competitors largely depends on maximising purchase volumes, evaluating performance indicators is essential to formulate strategies. For this reason, retailers tend to integrate micro-CSR practices into strategies driven by the primacy of productivity (Donthu and Yoo, 1998). Therefore, capturing the entanglement between micro CSR and productivity is relevant because retailers must formulate both performance- and social responsibility-related considerations in developing their strategies. In addition, the situation becomes more intricate when we consider that maximising performance potentially determines negative consequences (Habel et al., 2021). High productivity levels can disrupt the work environment by generating multiple stressors with relevant risks for employees' JS. For instance, high productivity as a contextual factor can give rise to busyness, time pressure, and enhanced complexity (Broadbridge, 2002; Grandey et al., 2011; Lucia-Palacios et al., 2020; Park et al., 2021). These factors hinder the ability of employees to run their traditional routines. Despite the prominence of these dynamics, the literature only partially reveals the role of stressors in high-productivity stores (Pritchard and Silvestro, 2005; Silvestro, 2002). To improve the comprehension of these phenomena, we compare the relationship between CSR and JS in high- and low-productivity stores. We argue that implementing strategies based on CSR is crucial to shaping working environments with a high level of JS. CSR can help retailers prevent potential drawbacks in stores with high productivity (i.e., JS deficit) by investing in practices addressing their human capital needs. Therefore, we aim to answer a second research question (RQ2), i.e., *is the implementation of CSR practices an effective strategy to foster JS in high-productivity stores?*

To answer these research questions, we developed and tested hypotheses by analysing a dataset of retail chain employees through structural models and multigroup regressions. The selected case study was a retail cooperative whose mission is based mainly on pursuing ethical values.

The current study contributes to CSR in the following ways. First, it enriches the CSR literature in the retail sector, focusing on the employee-focused micro-CSR perspective under the broader umbrella of business ethics. It demonstrates that if a company in retail embraces CSR, its employees tend to be more satisfied. Second, this research contributes to the CSR literature by unpacking the JS sides affected by CSR dimensions. We show that specific CSR dimensions are more effective drivers to enhance some sides of JS. Third, this research contributes by providing a joint analysis of multilevel factors at the organisational and individual levels (Aguilera et al., 2007). Specifically, this paper unveils the relevant role of micro CSR in reducing the potentially disruptive impact of the

stressors generated by high productivity in the retail workplace.

2. Theoretical background

CSR is one of the most cited concepts related to stakeholder theory (Freeman, 1984), according to which the existence of organisations is based on their attitude to integrate the stakeholders' expectations in their business strategy since each stakeholder is a supplier of resources and a crucial contributor to the survival and success of the organisation (Donaldson and Preston, 1995; Khaskheli et al., 2020). The literature distinguishes between the primary and secondary stakeholders, internal and external stakeholders, contracting (e.g., managers, shareholders, employees, customers, suppliers), and public stakeholders (e.g., government, environmental action groups, residents, press and media, universities) (Charkham, 1994). In this study, we apply the lens of employees, i.e., some of the most relevant stakeholders for the company's long-term sustainability (Chatzopoulou et al., 2022). Addressing the micro-psychological perspective, Rupp et al. (2013) conceptualized CSR not as the company's objective socially responsible behaviours but rather as the employees' perceptions of their organisation's CSR, identifying the employee-focused micro-CSR research field. In this research field, Gond et al. (2017) classified three micro-CSR-related research streams, i.e., individual drivers of CSR engagement, individual processes of CSR evaluations, and individual reactions to CSR. The last research stream regards the relationships between employees' perceptions of CSR policies and job attitudes (e.g., Farooq et al., 2014; Vlachos et al., 2014). Despite the literature focused on this research stream being large (Gond et al., 2017; Jones et al., 2019), the study of the relationship between the employee's perceptions of CSR and the employee's reactions deserves further efforts in order to disentangle its complexity and to explore the role of personal or organisational boundaries in shaping the relationship.

2.1. Key concepts

CSR is defined as the set of corporate behaviours that contribute to a positive influence on stakeholders and provide benefits beyond a mere economic interest (De Roeck and Delobbe, 2012; Turker, 2009). Amongst the most common CSR categories, we identify those of internal and external CSR (Rupp and Mallory, 2015; Zhao et al., 2022). Internal CSR indicates the CSR initiatives directly addressing employees. For example, diversity and inclusion programs, employee volunteering programs, and employee education and training can be associated with internal CSR. External CSR refers to the CSR activities directed towards stakeholders outside the organisation (e.g., customers). Examples of external CSR include environmental sustainability initiatives, charitable giving, and humanitarian aid.

In this paper, we draw on the micro-CSR literature, which focuses on the employees' personal evaluations and reactions to their firm's CSR. This perspective is based on the assumption that firms can shape their employees' attitudes by leveraging specific CSR activities (De Roeck and Delobbe, 2012; Glavas and Kelley, 2014; Turker, 2009). More in detail, our study focuses on the relationship between the employees' perceptions of CSR and JS, which is the level of satisfaction of an individual regarding job-related factors or job experience (Khaskheli et al., 2020). JS is to be conceived as a complex sphere involving multiple perceptions associated with economic treatment (e.g., payment), relationships with superiors, the working environment, and relationships with colleagues (Chung et al., 2012; Hu et al., 2010).

In addition, to expand the current understanding of the relationship between CSR and JS, this paper also concentrates on analysing elements that can alter this relationship. Amongst these, we find the contextual factors associated with high-productivity stores. Productivity indicates how efficiently a retail business uses its resources to generate sales and profits. In the retail sector, productivity measures, such as the ratio between output and input, are proxies of store performance (Arnold

et al., 2009; Suhartanto and Brien, 2018; Vázquez-Suárez et al., 2022). Particularly, amongst other productivity measures, sales per square metre, indicating the amount of revenue generated per unit area of retail space, is a traditional measure of the key fixed and scarce resources in grocery retailing (Christen et al., 2006) and a key performance indicator traditionally applied in retail studies (Vázquez-Suárez et al., 2022).

2.2. Hypotheses development

2.2.1. The relationship between CSR and JS

Literature has found that companies can adopt socially responsible strategies to align the needs of the company with the needs of the employees (Valentine and Fleischman, 2008), stimulating a positive relationship between employees' perceived CSR and JS (Khaskheli et al., 2020; Valentine and Fleischman, 2008). If an organisation takes care of stakeholders, its employees tend to take pride in working for this organisation and being a member of its community (Edwards and Kudret, 2017). In other words, the perceived CSR stimulates a more positive employees' attitude towards their organisation and job, leading to higher satisfaction (Hur et al., 2018). The literature shows that employees' CSR perceptions directly increase some drivers of JS, including organisational identification, justice, and trust (Zhao et al., 2022). Employees' perceived CSR can positively affect JS by increasing their emotional attachment to the organisation (Chatzopoulou et al., 2022). Moreover, the literature demonstrates that employees' perceived CSR strengthens the informal contract between employees and their supervisors by creating a desirable working environment (Valentine and Fleischman, 2008). On the contrary, if the organisation is perceived as less oriented to CSR, this generates an adverse effect on the JS level (Khaskheli et al., 2020). From a broader perspective, it is recognised that working for an ethical CSR-oriented organisation can improve the consideration of external stakeholders towards the organisation's employees. As a result, being employed in a value-driven organisation enhances the employees' JS (Valentine and Fleischman, 2008). Put differently, employees feel proud to be associated with a value-driven and socially well-perceived organisation; this factor boosts employees' self-esteem and, by extension, leads to a higher affective commitment which is a driver of JS (Story and Castanheira, 2019). JS is viewed as a concept highly related to the working context, meaning that CSR initiatives can improve JS by enhancing the perceptions associated with the job environment. More in general, the relationship between an ethical working environment and JS has been supported by different contributions (Valentine and Fleischman, 2008; Valentine et al., 2011).

Not only our study argues the existence of a positive relationship between the higher-order constructs of CSR and JS, but it also investigates which CSR dimensions are more relevant in increasing JS in order to achieve a more detailed comprehension of this phenomenon (Castaldo et al., 2022; Maon et al., 2019). Specifically, in this study, we investigate the relationships between the two constitutive CSR dimensions, i.e., internal and external CSR (Farooq et al., 2014, 2017; Zhao et al., 2022), and the JS dimensions of payment, superiors and work, and colleagues (Hu et al., 2010). Chatzopoulou et al. (2022) found that external CSR significantly and positively influences JS and that external CSR positive effects increase as firms simultaneously promote internal and external CSR initiatives. The positive influence of external CSR on JS is exerted through increased emotional attachment, identification, and membership. Chen and Khuangga (2021) found that internal and external CSR affect JS and other employee-level outcomes, such as retention and job performance, by stimulating the organisational justice climate. Story and Castanheira (2019) empirically supported the significance of the CSR-JS relationship by demonstrating that both internal and external CSR contribute to enhancing JS. Employees working for companies not committed to investing in external CSR initiatives tend to feel less satisfied with their job. At the same time, internal CSR can lead to the betterment of the perceived working conditions. De Roeck et al. (2014) found confirmation for the hypothesis that perceived

internal CSR positively affects JS. This finding was subsequently confirmed in the literature; Golob and Podnar (2021) demonstrated that internal CSR initiatives significantly contribute to increasing JS and that such initiatives shape the employees' working and non-working lives more broadly. Therefore, it is supposed internal CSR has pervasive effects on JS, improving the perceptions of multiple dimensions of employees' JS in a holistic way (Golob and Podnar, 2021).

Therefore, drawing on the previous empirical evidence, we argue that both the internal and external dimensions of CSR positively impact the three dimensions of JS.

Based on the previous assumptions, we hypothesise that:

Hypothesis 1. Employees' perceived CSR significantly and positively impacts JS.

Hypothesis 1a. Internal CSR significantly and positively impacts JS payment.

Hypothesis 1b. Internal CSR significantly and positively impacts JS superiors and work.

Hypothesis 1c. Internal CSR significantly and positively impacts JS colleagues.

Hypothesis 1d. External CSR significantly and positively impacts JS payment.

Hypothesis 1e. External CSR significantly and positively impacts JS superiors and work.

Hypothesis 1f. External CSR significantly and positively impacts JS colleagues.

2.2.2. The context factor on the CSR-JS relationship: the role of productivity

Previous studies concentrated on analysing the effects of productivity on JS, finding ambivalent results. This uncertainty makes the study of productivity on JS-related outcomes one of the most challenging and relevant (Garmendia et al., 2021). Some studies have demonstrated an inverse correlation between JS and productivity, efficiency, and profitability in the retail sector. In this vein, the most productive stores tend to be those where employees are less satisfied (Lambert et al., 2021; Silvestro, 2002). Pritchard and Silvestro (2005) found a negative correlation between labour productivity and JS, as well as between labour productivity and service value, which is consistent with the research by Silvestro (2002) that demonstrated a negative relationship between productivity in terms of sales per square metres and JS.

This is why the contextual factor of productivity can drive store busyness, which influences "the employees' working rhythms" (Lucia-Palacios et al., 2020, p. 8) by absorbing employees' time, attention, and energy (Grandey et al., 2011; Peters et al., 1980), increasing the stress and diminishing JS (Babin and Boles, 1996; Ryari et al., 2021). Compared to other sectors, in the service sector, including retail, hotels, restaurants, travel agencies, and airlines, human resources are very relevant in creating the service in itself, and, in particular, frontline employees are more likely to suffer stress and exhaustion than in other industries (Chen, 2019; Kim and Kim, 2021; Harris and Fleming, 2017). In a busier store, there is an increased workload for all departments, albeit with reference to different tasks. This is true for all store types (e.g., self-service, automatic, etc.) and mansions, especially for those that foresee a frontline service (Gaucher and Chebat, 2019; Lambert et al., 2021).

In busier stores, because of these more challenging environmental conditions, employees may not be able to respond to customers as quickly as they would like (Grandey et al., 2011; Ryari et al., 2021). Additionally, the boundary-spanning nature of the retail working environment can also be a source of stress for employees, who are solicited to address double-sided, often diverging, expectations by internal (e.g.,

supervisors, colleagues) and external customers (Lucia-Palacios et al., 2020; Mayr and Teller, 2023; Park et al., 2021). These factors can lead to work overload and negative effects for both individuals and organisations (Broadbridge, 2002).

While the literature mainly concentrates on the relationship between store productivity and JS, to the best of our knowledge, no academic contribution analyses if and how micro-CSR strategies are effective in fostering JS in high- and low-productivity stores. We advance that retailers may implement CSR practices to foster JS as a response to the potential distress experienced by employees in high-productivity stores. For instance, CSR practices aimed at promoting work-life balance, engagement, and well-being can assist firms in reducing psychosocial risks, such as stress and burnout (Jain et al., 2011), perceived by employees in high-productivity stores. Therefore, we expect that CSR averts the drawbacks deriving from contextual factors (e.g., enhanced complexity, busyness, and time pressure) in high-productivity stores.

In order to study to what extent the relationship between CSR and JS differs in high- and low-productivity stores, we formulate the following hypotheses:

Hypothesis 2. CSR significantly and positively impacts JS in both highly-productive and lowly-productive stores. However, we expect CSR in low-productivity stores influences JS with greater intensity than in high-productivity stores. Particularly:

H2a, b, c. Internal CSR in low-productivity stores influences JS payment (H2a), JS superiors and work (H2b), and JS colleagues (H2c) with greater intensity than in high-productivity stores.

H2d, e, f. External CSR in low-productivity stores influences JS payment (H2d), JS superiors and work (H2e), and JS colleagues (H2f) with greater intensity than in high-productivity stores.

3. Method

3.1. Data

The empirical context of this study is about the employees of a retail regional cooperative amongst consumers (recognised by Art. 45 of the Italian Constitution) operating in the Northwest of Italy. This cooperative belongs to the National Consortia of Cooperatives, i.e., the leading grocery retail chain. We chose a cooperative as the target company for this study because the mission of this type of retailer is considered more CSR-oriented. In particular, the reasons for choosing the cooperative as a case study are rooted in its history and values. Cooperative governance makes it possible for customers and employees to become members and owners. Each cooperative of the National Consortia of Cooperatives reserves economic advantages for its members, such as discounts on product purchases. The medium and large cooperatives have also activated social loan, which consists of the possibility of investing savings in the cooperative to support its development. Cooperatives represent open organisations where people, consumers, and employees participate in their democratic life (Tencati and Zsolnai, 2009). For its nature, the cooperative system is considered “a champion of sustainability policies” (Tencati et al., 2020, p. 251). Considering that employees are members of the cooperative governance and are involved in the definition and implementation of CSR projects, they are aware of the cooperative’s external and internal CSR efforts and are then able to evaluate possible washing corporate behaviours.

The survey was administered in seven superstores belonging to a cooperative operating in the northwestern Italian region. The Human Resource Department of the retail chain handled the online survey administration to its employees. The first part of the questionnaire focused on CSR, while the second part was on JS. Overall, we received 717 responses. All the respondents were 18+ years old. Of the respondents, nine indicated respondents from the headquarters or another office. We excluded the nine respondents since the study focuses only on

in-store employees and supervisors. As a result, the number of useable answers was 708 (98.7%). Amongst the respondents, 662 are employees, representing 93.50% of the sample, while in-store supervisors are 46 (6.50%). The more representative employees were between 30 and 45 years old, 407 (57.49%). In the sample, the females represented 77.7% of the total. Most respondents achieved a high school diploma (68.22%), while only 76 (10.73%) had graduated, 225 (31.78%) respondents were full-time employees, and 483 (68.22%) respondents had an open-ended contract. Overall, the sample reflects the distribution of the respondents across stores.

3.2. Measurement evaluation

Data collection occurred through a structured questionnaire (Appendix A). All the questions are measured on a ten-point Likert scale (1 = “totally disagree” to 10 = “totally agree”). The range 0–10 depends on the fact that it is simple to apply since it is the traditional score used within the Italian School.

The CSR construct is in line with many items included in the scale by Turker (2009), one of the most commonly applied scales to measure employee perceptions of CSR in several service sectors (Ahmad et al., 2022). Such scale distinguishes four types of CSR initiatives according to the stakeholders targeted: CSR to customers, CSR to employees, CSR to government, and CSR to secondary social stakeholders (i.e., not involving human relationships) and non-social stakeholders (i.e., environment, society, NGOs, and future generations). Starting from Turker’s scale, in preparing the questionnaire, we modified, deleted, and inserted items on the basis of the suggestions of the cooperative’s managers. The aim of the items adaption was to truly meet the mission and embedded values of the organisation, considering also the double role of customers and employees who may be members of the cooperative (e.g., “Sensitize and train members and employees in particular on issues of consumption, environment, and cooperation”; “Spread cooperative values through management”). At a later stage, we performed a quantitative validation of the survey instrument to evaluate the readability and intelligibility of the single items. This validation involved nine employees who were not included in the final sample.

Before administering the survey to the respondents, we implemented measures to minimize the risk of common method bias (Hulland et al., 2018). First, we targeted respondents with different profiles, including those with different work contracts and educational levels. Additionally, we administered the survey in a way that ensured the representativeness of the cooperative’s superstores in multiple geographic locations. By doing this, our aim was to create a sample that accurately reflected the population of employees operating in the cooperative. We achieved a high response rate from the targeted respondents. In addition, before completing the questionnaire, the respondents were informed of the survey’s true purpose and its use for scientific research. In accordance with the European General Data Protection Regulation (GDPR), we obtained informed consent from employees to participate in the study. Employees completed the questionnaire on a voluntary basis and without supervision, and respondents were assured of anonymity to maintain confidentiality in compliance with the GDPR’s data protection requirements. All these preventive measures are expected to reduce response biases, such as common method bias, social desirability, and acquiescence. As suggested by Hulland et al. (2018), we also used marker variables, i.e., variables that are expected not to be related to at least one of the focal variables, to control for method variance. As expected, these marker variables do not correlate to the focal variables due to their low conceptual relevance with the main constructs of this study.

Once we obtained answers from questionnaires, we performed EFA on the CSR items to statistically evaluate the emergence of underlying structures. We performed an exploratory factor analysis (EFA) separately on the two parts of the survey to find the underlying structures of the latent variables (i.e., CSR and JS). After having excluded the items that did not load around any factor (threshold 0.7), the EFA generated

two CSR latent factors (Table 1a) and three JS latent factors (Table 1b). EFA suggested grouping the items into two dimensions, i.e., internal and external CSR. The JS construct is in line with the multi-item scales adopted by previous literature (i.e., Chung et al., 2012; Comer et al., 1989; Hu et al., 2010; Netemeyer et al., 1997; Rutherford et al., 2009; Spector, 1985). Specifically, EFA suggested grouping the items into three dimensions, i.e., payment, the relationship with the supervisor and work, and the relationship with colleagues.

Subsequently, we performed a confirmatory factor analysis (CFA) to validate the latent variables' underlying structures. CFA provides confirmation of the variable configurations suggested by EFA (Tables 1a and 1b). We assessed the reliability of the two constructs for each dimension by calculating Cronbach's alpha values and factor loadings of the rotated component matrix. Cronbach's alpha showed values exceeding the 0.7 rule-of-thumb threshold. They all range from 0.898 to 0.952, confirming the internal consistency of the constructs. Furthermore, all the factor loadings are higher than cross-loadings. These results indicate the dimensions of CSR and JS have a good fit.

According to Henseler et al. (2015), the HTMT ratio is a reliable method for assessing construct validity, particularly for constructs whose items are difficult to distinguish. We applied the HTMT ratio to estimate construct validity, assuming the value of 0.90 as a threshold to establish the construct validity (Henseler et al., 2015). We performed the HTMT ratio between the first-order constructs of CSR and JS (Table 2). The values ranging from 0.429 to 0.869 indicate that the analysed constructs are not unidimensional. We also evaluated the HTMT ratio between the second-order constructs to establish construct validity between CSR and JS. The value obtained from this analysis

Table 1a

CSR measurement properties.

E = Eigenvalue; VE = Variance explained; CVE = Cumulated variance explained.

Corporate Social Responsibility (CSR) (Adapted by Turker, 2009)					
Dimension	No.	Item	EFA coefficient	CFA coefficient	
External CSR (E = 8.916; VE = 40.844)	1	Sensitize and train members and employees in particular on issues of consumption, environment, and cooperation	.697	.750	
	2	Develop initiatives that are compatible with the environment	.741	.741	
	3	Be fair towards suppliers	.773	.806	
	4	Protect consumer rights	.753	.841	
	5	Offer safe and convenient products	.744	.762	
	6	Guarantee advantages to members	.813	.793	
	7	Activate member participation and commitment	.790	.891	
	8	Activate effective forms of participation	.692	.863	
	Internal CSR (E = 1.047; VE = 35.794)	9	Spread cooperative values through management	.776	.905
		10	Develop the competence and autonomy of workers	.836	.898
		11	Adopt transparent procedures in personnel selection and evaluation	.837	.868
		12	Promote worker participation and information	.837	.919
		13	Guarantee equal opportunities	.844	.880
CSR (CVE = 76.638)	External CSR		.947	.875	
	Internal CSR		.947	.981	

Table 1b

JS measurement properties.

E = Eigenvalue; VE = Variance explained; CVE = Cumulated variance explained.

Job Satisfaction (JS) (Adapted by Chung et al., 2012; Comer et al., 1989; Hu et al., 2010; Netemeyer et al., 1997; Rutherford et al., 2009; Spector, 1985)					
Dimension	No.	Item	EFA coefficient	CFA coefficient	
JS payment (E = 7.611; VE = 26.483)	1	Possibility to be valued	.698	.875	
	2	Economic treatment	.819	.741	
	3	Job classification level	.819	.761	
	4	Differentiated treatments for individual performance (e.g., individual bonus)	.842	.765	
	5	Differentiated treatments for collective performance (e.g., variable salary)	.768	.788	
	JS superiors and work (E = 2.019; VE = 24.894)	6	Are you interested in the work done?	.659	.695
		7	Generally, can you indicate your overall satisfaction with your current job?	.692	.850
		8	Do you have good relations with your superiors?	.794	.789
		9	Do you think that in your work environment, particularly when it comes to your superiors, there is transparency and integrity in decision-making and behaviour?	.786	.839
		10	Do you think that the management skills and professional expertise of your superiors are effective in organising your work?	.791	.848
JS colleagues (E = 1.036; VE = 24.806)	11	Are your relationships with colleagues in your workplace characterised by collaboration?	.847	.885	
	12	Are you satisfied with your working relationships with colleagues?	.897	.923	
	13	Are colleagues in your workplace supportive (e.g., do they help each other in case of difficulties?)?	.884	.906	
	14	Are the relations with colleagues good?	.782	.795	
JS (CVE = 76.183)		JS payment	.810	.757	
		JS superiors and work	.910	.996	
		JS colleagues	.817	.681	

(0.727) confirms that the validity of CSR and JS is acceptable. In addition, Pearson's correlation proves that the constructs show adequate convergent and discriminant validity. Table 3 provides the descriptive statistics related to the CSR and JS constructs.

In this study, we adopt a quantitative approach based on a positivist research design because we are primarily interested in evaluating the existence of significant relationships starting from hypotheses (Weber, 2004). To perform all the analyses, including the structural equation models between CSR and JS and their constitutive dimensions, multi-group, and post hoc analysis, we used the software R "lavaan" package (Rosseel, 2012) because, as open-source software, it is broadly employed by the scientific community. In addition, being a powerful and flexible statistical software, it enables a wide range of data analysis tasks. Researchers can easily find software R-related help and resources online,

Table 2
Heterotrait-Monotrait Ratio (HTMT) method.

	(1) External CSR	(2) Internal CSR	(3) JS payment	(4) JS superiors and work	(5) JS colleagues
(1) External CSR					
(2) Internal CSR	0.837				
(3) JS payment	0.495	0.517			
(4) JS superiors and work	0.701	0.749	0.649		
(5) JS colleagues	0.517	0.577	0.429	0.869	

Table 3
CSR and JS descriptive statistics and correlations.

Variable	Mean	Standard deviation	N	(1) External CSR	(2) Internal CSR	(3) JS payment	(4) JS superiors and work	(5) JS colleagues	(6) CSR	(7) JS
(1) External CSR	8.360	1.405	708	(.942)						
(2) Internal CSR	7.536	2.197	708	0.814**	(.952)					
(3) JS payment	7.228	2.030	708	0.466**	0.516**	(.898)				
(4) JS superiors and work	7.827	1.809	708	0.604**	0.644**	0.662**	(.906)			
(5) JS colleagues	8.046	1.935	708	0.369**	0.405**	0.430**	0.658**	(.933)		
(6) CSR	8.043	1.620	708	0.947**	0.953**	0.518**	0.656**	0.406**	(.885)	
(7) JS	7.675	1.631	708	0.561**	0.612**	0.863**	0.892**	0.749**	0.618**	(.805)

** correlation is significant at the level 0.01.
Cronbach's alpha coefficients are on the diagonal in parentheses.

such as tutorials, documentation, and forums. Therefore, it represents a software through which other researchers may replicate the results of our study.

4. Results

4.1. CSR and JS

Preliminarily, based on the current literature (Porricelli et al., 2014), we identified the position (i.e., supervisor and employees) and employment status (i.e., full-time and half-time) as factors potentially influencing the perceptions of the relationship between CSR and JS. In addition, we also tested to what extent the sociodemographic factors of gender (i.e., female and male) and age (i.e., over 45 and under 45) influence the relationship between CSR and JS. Therefore, we controlled these factors by performing multigroup analyses to unveil the significance of these variables in shaping the CSR-JS relationship. Considering the higher-order constructs, we obtained that role, employment status, and socio-demographic variables of gender and age do not significantly affect the relationship between CSR and JS. Considering the constitutive dimensions of CSR and JS, we found significant differences in the intensity with which internal CSR and external CSR influence JS payment between female and male respondents. In this regard, male respondents appear to be significantly more sensitive (Sig. = 0.005) to the internal CSR practices that address JS payment ($\beta = 0.475$; z-value = 6.775) than female respondents ($\beta = 0.266$; z-value = 5.650). A significant result also emerges from the multigroup analysis of the relationship between external CSR and JS payment (Sig. = 0.017), where male respondents tend to perceive with higher intensity the external CSR practices on JS payment ($\beta = 0.372$; z-value = 4.251) than female respondents ($\beta = 0.217$; z-value = 5.430).

In the subsequent step, we tested hypothesis 1 by running a structural equation model. The fitness of the model is tested through different indicators ($\chi^2 = 1092.031$; srmr = 0.040; cfi = 0.957; tli = 0.950; rmsea = 0.061, nfi = 0.941; df = 304; $\chi^2/df = 3.592$). The fitness values demonstrate that the model's robustness is good since all the fitness values exceed the acceptability thresholds suggested by the literature (Hooper et al., 2008; Iacobucci, 2010). Based on Hooper et al. (2008), we report the reference thresholds for each indicator we use to evaluate our model's fit: $0.000 \leq \text{srmr} \leq 0.080$; $\text{cfi} \geq 0.950$; $\text{tli} \geq 0.950$; $0.010 \leq \text{rmsea} \leq 0.070$; $\text{nfi} \geq 0.900$; $2.000 \leq \chi^2/df \leq 5.000$.

Manifest variables were allowed to covariate depending on the modification indices ($MI > 4.0$). The analysis shows that CSR significantly and positively impacts JS ($\beta = 0.742$; z-value = 13.810) (Fig. 1), confirming hypothesis 1.

EFA led us to operationalise CSR and JS as multidimensional constructs. Following this perspective, we unpack CSR and JS into their constitutive dimensions to assess the coefficients of the single relationships and test sub-hypotheses through a structural equation model. The fitness of the model indicates the following values: $\chi^2 = 672.716$; srmr = 0.031; cfi = 0.978; tli = 0.972; rmsea = 0.045, nfi = 0.964; df = 274; $\chi^2/df = 2.455$. The fitness values demonstrate the model's robustness (Hooper et al., 2008). Fig. 2 shows the results of the decomposed analysis. External CSR does not significantly affect JS payment ($\beta = 0.009$; z-value = 0.131) and JS colleagues ($\beta = 0.104$; z-value = 1.284). External CSR significantly and positively affects JS superiors and work ($\beta = 0.173$; z-value = 2.515). In contrast, internal CSR significantly and positively influences JS payment ($\beta = 0.609$; z-value = 8.554), JS superiors and work ($\beta = 0.555$; z-value = 7.742), and JS colleagues ($\beta = 0.339$; z-value = 4.271). Overall, these results highlight that internal CSR influences the JS dimensions more significantly and with greater intensity than external CSR.

Furthermore, we tested the single CSR dimensions' effect on the higher-order JS (see the model in Fig. 3; $\chi^2 = 1078.465$; srmr = 0.035; cfi = 0.957; tli = 0.950; rmsea = 0.061, nfi = 0.942; df = 300; $\chi^2/df = 3.595$). The fitness values support the model's robustness (Hooper et al., 2008). The results confirm that internal CSR strongly fosters JS ($B = 0.702$, z-value = 9.299), while external CSR does not significantly affect JS at an aggregated level ($B = 0.085$, z-value = 1.203).

4.2. The role of productivity in shaping the CSR-JS relationship

We aim to test if and how the relationship between CSR and JS varies



Fig. 1. Structural equation model with standardised estimates about CSR-JS relationship
***p < 0.001, **p < 0.01, *p < 0.05.

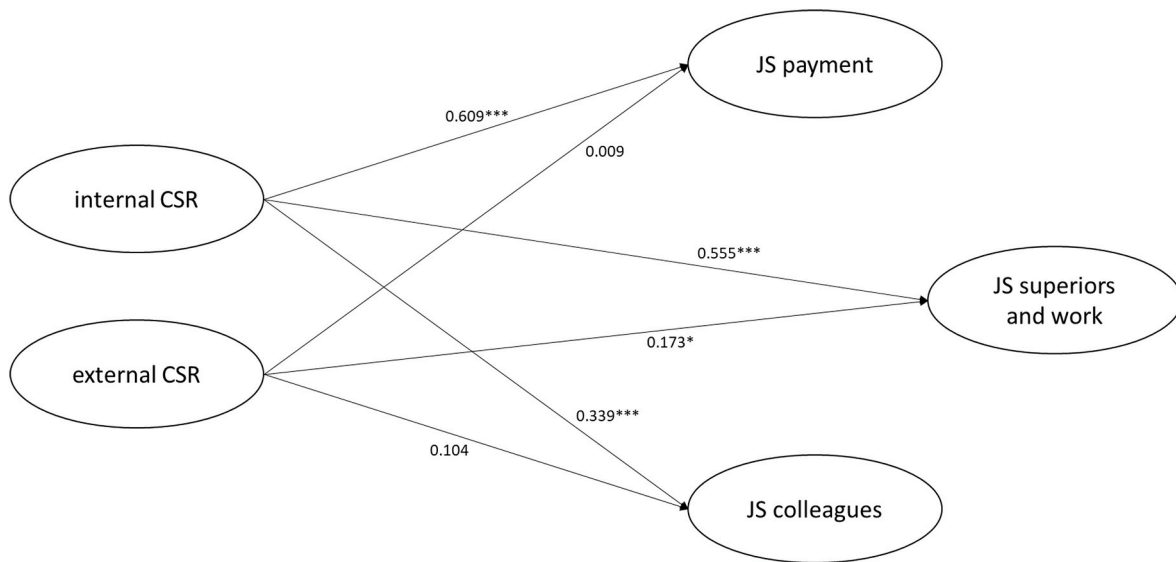


Fig. 2. Structural equation model with standardised estimates for CSR and JS lower-order constructs
 ***p < 0.001, **p < 0.01, *p < 0.05.

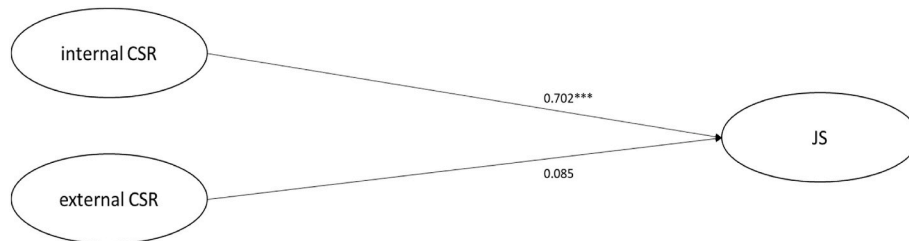


Fig. 3. Structural equation model with standardised estimates for CSR lower-order constructs and JS
 ***p < 0.001, **p < 0.01, *p < 0.05.

in high- and low-productivity stores, measured through the sales per square metre. As hypothesised, we expect CSR to be a driver of JS in both high- and low-productivity stores, but the intensity with which CSR influences JS in low-productivity stores to be greater than in high-productivity stores. To test our hypothesis, we develop a multigroup regression model in which CSR is the independent variable, JS is the dependent variable, and the sales per square metre are the group factor.

After having calculated the mean value of sales per square metre, we obtained two groups. We labelled the supermarket with sales per square metre above the mean value “high”, and the supermarket with sales per square metre below the mean value “low”. Table 4 shows how high and low sales per square metre affect the higher-order constructs, including CSR and JS. Higher CSR and JS average values correspond to higher sales ($CSR_{Hmean} = 0.024$; $JS_{Hmean} = 0.020$). In contrast, lower CSR and JS values reflect lower sales ($CSR_{Lmean} = -0.024$; $JS_{Lmean} = -0.028$).

However, the Wilcoxon test showed that the CSR and JS mean by group differences are not statistically significant ($p > 0.05$) (Table 5).

At this point, we ran the multigroup regression model (Table 6). Results show that CSR significantly and positively influences JS ($\beta = 0.676$, $z\text{-value} = 17.916$) in the group with low productivity.

Table 4
 Higher-order constructs statistics.

Higher-order construct	Sales per square metre	Mean	Standard deviation	Minimum	1st quartile	2nd quartile	3rd quartile	Maximum
CSR	High	0.024	0.905	-3.745	-0.521	0.076	0.793	1.171
CSR	Low	-0.028	1.101	-5.093	-0.635	0.236	0.889	1.171
JS	High	0.020	0.897	-3.369	-0.376	0.190	0.664	1.220
JS	Low	-0.024	1.058	-3.450	-0.484	0.263	0.747	1.220

Table 5
 Wilcoxon results of high and low sales per square metre for the higher-order constructs.

Construct	Group1	Group2	p-value	p.adj	p-signif
CSR	High sales per sq. mt.	Low sales per sq. mt.	0.281	0.280	ns
JS	High sales per sq. mt.	Low sales per sq. mt.	0.665	0.670	ns

ns: $p > 0.05$.

Considering the group with high sales per square metre, the relationship remains significant but decreases in intensity ($\beta = 0.471$, $z\text{-value} = 10.549$). We performed a chi-squared difference test to ensure this difference was statistically significant. This test highlighted good statistical significance (Sig. = 0.002**). We concluded that lower sales determine a higher intensity of the CSR-JS relationship ($\beta_{CSR} - \beta_{JS} = 205$). Contrarily, this relationship tends to decrease when sales grow. In light of these results, hypothesis 2 is supported. Multigroup analyses also

Table 6

Total sample and multi-group analysis of the CSR-JS relationships by high and low sales per sq.mt.: An overview of supported (Y) and not supported (N) hypotheses.

Relationship	Total sample				High sales sq.mt.		Low sales sq.mt.		Multi-group analysis		
	β	p	Hp	Y/N	β	p	β	p	Sig.	Hp	Y/N
CSR → JS	0.742	0.000	1	Y	0.471	0.000	0.676	0.000	0.002	2	Y
Internal CSR → JS payment	0.609	0.000	1a	Y	0.576	0.000	0.711	0.000	0.000	2a	Y
Internal CSR → JS superiors and work	0.555	0.000	1b	Y	0.292	0.000	0.344	0.000	0.000	2b	Y
Internal CSR → JS colleagues	0.339	0.000	1c	Y	0.235	0.002	0.298	0.007	0.000	2c	Y
External CSR → JS payment	0.009	0.896	1d	N	-0.014	0.928	-0.090	0.652	0.904	2d	N
External CSR → JS superiors and work	0.173	0.012	1e	Y	0.063	0.431	0.156	0.136	0.264	2e	N
External CSR → JS colleagues	0.104	0.199	1f	N	0.155	0.251	0.132	0.498	0.418	2f	N

support the hypotheses according to internal CSR significantly and positively affect the different JS dimensions with a higher intensity in the low sales per sq. mt. stores (Table 6). On the contrary, empirical evidence does not support hypotheses about the external CSR effects on the JS dimensions since multigroup analyses highlight non-significant relationships in both high and low sales per sq. mt. stores (Table 6).

Therefore, in comparative terms, low-productivity stores show a higher intensity of the relationship between CSR and JS than high-productivity stores. However, it is relevant to highlight that, in absolute terms, CSR is a powerful driver to JS both in lowly and highly productive stores. We summarise the main results of this section in Table 6 and discuss their implications in the following section.

4.3. Post hoc analysis: the role of productivity in shaping the relationship between customer satisfaction and loyalty

To complement the internal perspective focused on the working environment analysis, we embraced an external perspective by performing a post hoc analysis centred on the relationship between customer satisfaction (CS) and loyalty in low- and high-productivity stores (see Appendix B). Specifically, we expect the relationship between CS and loyalty decreases in high-productivity stores. The multi-group regression shows that CS significantly and positively influences loyalty in low-productivity stores. On the contrary, the relationship between CS and loyalty tends to a non-significant threshold in the high-productivity stores. These differences are statistically different between low- and high-productivity stores.

We concluded that low-productivity stores feature an enhanced relationship between CS and loyalty. This relationship decreases in intensity or tends to be non-significant in high-productivity stores. This finding confirms that both the employee- and customer-centred models appear sensitive to the level of productivity measured in the store. Therefore, productivity is a significant contextual factor from a double (internal and external) perspective.

5. Discussion, implications, and future research

5.1. Discussion

In this study, we answer whether employees' perceptions of CSR positively relate to JS in the retail industry. We hypothesise that higher employees' perceptions of CSR lead to a higher JS. The results provide a positive response to RQ1 by revealing that CSR significantly and positively influences JS at a micro level. Micro CSR practices have a positive impact on employees' perceptions to work and the cooperative. One possible explanation is that micro-CSR practices can signal to employees that their employers are committed to promoting organisational welfare and creating a positive work environment. This perception of interest can increase JS among employees. Another possible explanation looks at the sense of belongingness generated by CSR practices. Such a context fosters a sense of community and collaboration towards a common goal within the workplace (Edwards and Kudret, 2017). Further, these feelings contribute to enhancing employees' JS. Finally, micro-CSR

practices can expand the current array of resources and competencies possessed by employees, enabling access to training and advanced learning (Valentine et al., 2011). As shown by Habel et al. (2021), investing in providing job-related resources (e.g., social relationship by improving the working climate and psychological health to reduce the suffering from stress) is an approach potentially more beneficial to employees than any pay-for-performance compensation. In this regard, we advance that CSR practices can help retailers ensure non-monetary rewards to their employees with the ultimate goal to increase JS. These practices improve the employees' ability to perform their job and reduce stress levels accordingly. When employees are associated with an organization that is perceived as socially responsible and values-driven, they tend to perceive a sense of pride (Zhao et al., 2022). This feeling of pride boosts their self-esteem and affective commitment, which is a driver of JS, as shown by research conducted by Story and Castanheira (2019). The results also show that investing in internal CSR practices benefits JS more than external CSR. Internal CSR is highly effective in stimulating employee psychological responses by affecting the social exchange and social identity spheres (Edwards and Kudret, 2017). This leads internal CSR to influence a broad set of areas underlying JS, i.e., relationships with colleagues and superiors and attachment to the organisation.

To answer RQ2, we assess how the relationship between CSR and JS varies depending on the level of productivity measured in the store. Our findings show that the intensity of the relationship between CSR and JS significantly decreases when productivity is higher. This is because employees struggle to perform their traditional routines smoothly when faced with a large crowd and high sales. Under such conditions, different stressors challenge the employees' ability to perform their daily roles (Lucia-Palacios et al., 2020). For example, in stores with a high volume of customers, employees may face more challenging environmental conditions that can impede their ability to respond to customers promptly (Grandey et al., 2011; Ryari et al., 2021). As a result, this condition leads employees to experience higher levels of work stress and, finally, worsens their JS. Our study also shows that, although the effectiveness of CSR may diminish in high-productivity (more crowded) stores, CSR remains a powerful strategy to increase JS both in high-sales and low-sales per square metre stores, as it mitigates the negative effects associated with stressors deriving from high-productivity levels. CSR plays as a potential stress reducer through practices that promote working conditions beneficial to employees (Jain et al., 2011) and hinder the occurrence of pathologies risky to workers' mental and physical health such as forms of stress and burnout.

This research also investigates the relationship between customer satisfaction and loyalty in high- and low-productivity stores. Also, in this case, the results follow similar patterns to those that characterise the relationship between CSR and JS. In other words, the contextual factors associated with high-productivity stores may worsen the customer experience inside the store, reducing customer loyalty. One possible reason is that the intense workload of employees in high-productivity stores may generate longer waiting times for customers. As a result, customers tend to feel more dissatisfied with their shopping experience and less likely to return to the store in the future. An alternative reason

may imply that overworked employees are less friendly and engaging with customers, contributing to a negative perception of the shopping experience by customers.

5.2. Theoretical implications

This study first focuses on the relationship between CSR and JS. Studying the implications of such a relationship is relevant because the retailers may leverage CSR strategies to achieve higher levels of JS, improving their ability to retain the current employees, recruit a new workforce, and define a more stable organisational structure. To the best of our knowledge, this study is the first to analyse the relationship between CSR and JS in the retail sector, investigating how this relationship works in stores featured by different levels of space productivity.

Overall, our findings contribute to the CSR literature by showing the relevance of micro-CSR activities in improving satisfaction related to the job environment. This finding is supported by different contributions and based on the assumption that implementing micro-CSR practices positively affects employees' responses to work and organization (El Akremi et al., 2018; Valentine et al., 2011; Zhao et al., 2022). Specifically, the results nurture the stakeholder theory and micro-CSR literature by exploring employees' perceptions of the effect of CSR on JS, going beyond the perspective of exclusively profit maximisation (Jamali, 2008; Laplume et al., 2008). The findings show that CSR actions help retailers satisfy employees' expectations of job-related payment, work environment, and relationships (Longo et al., 2005). This contributes to underlining the relevance of CSR in the retailer's strategy and in attracting and retaining qualified employees (Albinger and Freeman, 2000; Broadbridge, 2002). Specifically, internal CSR seems to be more effective than external CSR in influencing all the dimensions of JS. This finding is in line with the contribution by Edwards and Kudret (2017) that shows internal CSR leads to more pronounced employee psychological responses than external CSR activities that only affect the work atmosphere. In fact, internal CSR shapes employee perceptions related to both social exchange and social identity, while external CSR only enhances the social identity mechanisms (Edwards and Kudret, 2017). Therefore, internal CSR plays a double reinforcing role on the employees' JS perceptions by directly influencing a broader set of areas than external CSR, including relationships with colleagues, superiors, and attachment to the organisation.

The results of our analysis show that internal CSR affects JS about payment more than the other JS dimensions. For instance, Tencati and Zsolnai (2009) highlight that adopting CSR practices can stimulate employees to work more for lower salaries. Internal CSR also benefits JS with superiors and work and JS with colleagues, whereas external CSR positively increases JS with superiors and work, but does not produce any significant effect on JS about payment and JS with colleagues. This is why CSR enhances the emotional attachment within the organisation, positively affecting the JS-related relational dimension (Chatzopoulou et al., 2022). Instead, external CSR affects only the relationship with the supervisors.

With reference to CSR and business ethics, the academic literature is controversial in defining the precise boundaries of this relationship (Ferrell et al., 2019) since contributions stated that "they are equivalent," "one is part of the other," and "they are distinct but related" (Weller, 2020, p. 520). According to Valentine and Fleischman (2008), employees are more satisfied if they perceive their employer as ethical. Therefore, if the CSR practices respond to the stakeholder expectations and produce value for the entire society, they are perceived as the concrete application of the ethical values of the corporation (El Akremi et al., 2018), producing a positive effect in terms of JS.

This article also addresses a persistent literature gap concerning the analysis of multilevel factors within the same theoretical model (Aguilera et al., 2007). The relevance of analysing a multilevel framework involving both organisational and individual factors derives from the complexity of CSR practices. Specifically, this paper shows that the

relationship between individual-level factors (e.g., employees' CSR and JS perceptions) tends to decrease in the presence of specific contextual factors in high-productivity stores. In fact, although productivity benefits the retailer's performance, high-productivity contexts may worsen the employees' working environment perceptions. For instance, in the presence of high sales and a large crowd inside the store, an employee could not fluently run traditional routines (Grandey et al., 2011). Given the diminishing returns of CSR actions in terms of JS, as productivity levels increase, it is essential that retailers in high-productivity stores endeavour to enhance the perceived CSR even more. Previously, the literature did not focus on how the relationship between CSR and JS varies when different productivity levels manifest. It constitutes a relevant gap, considering previous research demonstrated a negative correlation between productivity and JS. Neglecting this aspect means overlooking the effects of an "evergreen" determinant in the retail sector (Booth and Hamer, 2009).

Methodologically, this contribution provides a novelty concerning JS operationalisation. JS is mainly analysed as a unidimensional construct when related to CSR. Asrar-ul-Haq et al. (2017) represent the only exception. Operationalising JS as a unidimensional construct restricts the analytical framework since JS refers to an extended domain of differentiated elements (Law and Wong, 1999). We overcome previous analytical limitations by operationalising both CSR and JS as multidimensional constructs.

5.3. Managerial implications

The current study also offers several managerial implications. The explored impact of employees' perceptions of CSR on JS provides insights for sustainability managers and human resource managers. The bi-factor (external and internal) measure of CSR allows for exploring the mechanisms by which employees are impacted and can thus inform firm strategies for implementing CSR. Companies should communicate the content of their external CSR efforts to their employees through ad-hoc corporate marketing actions. This communication can also help the company attract more motivated applicants. However, one major challenge for managers consists in increasing employees' awareness of internal CSR initiatives to maximise their impact on the JS. Considering the relevance of the employees' perceptions of CSR for achieving higher levels of JS, retail managers must pay attention to the authenticity of CSR communications, avoiding the risk of greenwashing or fairwashing perceptions. For this reason, CSR managers and human resource managers must collaborate to create and share amongst the entire organisation truthful and honest information regarding the respect of human rights, the reduction of environmental impacts, and the implementation of social actions (Ginder and Byun, 2022; Li et al., 2022). Moreover, managers should promote ethical training to create a more ethical work environment and stimulate employees' perceptions of CSR (Edinger-Schons et al., 2019; Valentine et al., 2011). Considering that, in the case of retailing, frontline employees are the primary source of communication of CSR strategy, recent contributions demonstrate that trained employees, acting as ambassadors, are more effective in promoting the company's values and CSR initiatives to customers (Edinger-Schons et al., 2019; Cheung and To, 2021). Therefore, employees educated on and engaged in CSR activities promoted by their organisation represent a crucial channel to transmit through social media and word-of-mouth the company's CSR initiatives to the customers. For example, on the occasion of the National Collection Day promoted by the Italian Food Bank, since salespersons are aware of the social value of the initiative, they are in charge of promoting this initiative amongst the customers. Regarding the selected case for our paper, the Cooperative introduced a training program on Social Accountability 8000 to involve all employees in the ethical project (Tencati and Zsolnai, 2009). These actions also have marketing implications since they enhance the corporate image amongst the customers, implementing more effective external ethical marketing (Kim et al., 2011; Edinger-Schons et al., 2019). Besides

sharing ethical codes amongst employees, retailers are used to inserting in their training program games illustrating ethical dilemmas that salespeople may encounter in doing their job (Valentine et al., 2011).

Another relevant point of reflection is that, in the retail sector, in-store employees are generally less satisfied with their jobs than in other positions (Rhoads et al., 2002) because of long working hours, physical strain, and tedious routines (Lucia-Palacios et al., 2020; Rhoads et al., 2002). Retail employees have to balance the expectations of both customers and managers and are requested to be, at the same time, service-oriented and productive (Arnold et al., 2009). They are continuously monitored and likely to be involved in personal communication with supervisors due to their proximity. It is well-known that, in retail, a low level of JS creates a high turnover effect. Turnover can also be detrimental, especially when it occurs during the implementation of training plans (Chandra et al., 2023). Therefore, retail companies need to attract employees and incentivise them to grow with the company. Companies can accomplish this goal by establishing a company image that appeals to new generations of workers. If the corporate image is perceived as ethical and CSR oriented, the organisation is able to recruit high-quality employees (Frank, 2004; Tencati and Zsolnai, 2009). This assumption is supported by recent consultant research (McKinsey, 2022a, 2022b) that demonstrates potential candidates seriously consider corporate CSR-oriented values such as diversity, sustainability, and transparency in selecting and judging job opportunities. This is especially true for the new generation (Millennials and Generation X) strongly attracted by positive and inclusive work environments with strong shared values and a meaningful impact on themselves and society (Ranstad, 2022). In this vein, organisations should practically represent the multi-facets of their employee value proposition and meet the needs of the next-generation workforce. For example, CSR is a stepping stone for IKEA Italy's recruitment strategy and diversity management is a critical point of the HR policy. In the same way, Esselunga put CSR at the centre of its recruitment strategies, corporate philosophy, policies, and ethical values.

This contribution also provides practical implications for interpreting productivity as a contextual factor influencing the CSR-JS relationship. Despite the more productive points of sales showing a weaker relationship between CSR and JS due to a higher number of stressors in the working environment (Broadbridge, 2002; Park et al., 2021; Mayr and Teller, 2023), these results prove CSR still generates significant and positive effects on JS even in high-productivity stores, featured by the presence of high work overload stressors. For this reason, in high-productivity stores, the managers should reinforce their CSR policies and related communication investments. Retailers are called upon to make an overall assessment that includes sales per square metre when undertaking CSR actions. Specifically, they should consider the inhibiting effect the context-level stressors associated with increasing productivity levels generate on the CSR-JS relationship to implement additional CSR practices. In formulating their evaluations, retailers should consider that CSR practices are also effective levers to manage employees' job-related perceptions in high-productivity stores. Therefore, CSR-based strategic plans could avert dramatic JS reductions as productivity increases. This finding suggests retailers support their CSR strategies with all-round evaluations of organisational-level factors (e.g., performance), leadership style, and other perceptions at an organisational level, such as commitment, pride, justice, trust, and identification (El Akremi et al., 2018; Zhao et al., 2022).

The store management policies, especially in high-productivity stores, should interiorise the CSR policies to create a more positive organisational environment and stimulate the JS as a pillar of business sustainability and long-term performance. Another consideration emerging from this research refers to the customers. In general terms, customer satisfaction is related to the in-store climate and, in particular, to the relationship with salespersons (Lucia-Palacios et al., 2020). Our study found that the relationship between customer satisfaction and loyalty is in danger of vanishing in high-productivity stores. Therefore,

the store management policies should address customer- and productivity-related issues to achieve long-term business sustainability. Since frontline employees play a relevant role in in-store marketing, affecting customer satisfaction and fostering ties and loyalty (Homburg et al., 2011), store managers should especially train employees operating in high-productivity stores in their capabilities of helping customers to perform their shopping objectives while creating social and relational ties (Plewa et al., 2015).

In conclusion, the retail performance KPI framework should also monitor individual perceptions of employees and customers to capture their variations under work-related stress conditions. Monitoring individual perceptions would allow store managers to make sense of the challenging contextual factors arising in high-productivity stores and implement appropriate CSR-based countermeasures to restore JS. An organisation promoting CSR creates a context characterised by higher job performance, citizenship behaviour, counter-productivity, and lower turnover and absenteeism. In addition, CSR enables brand differentiation against price-based competition, creating a service-oriented environment where employees are more satisfied and customers are more loyal. In this vein, our research stimulates the adoption of new individual perception-related KPIs to manage future sustainability policies.

5.4. Limitations and future research directions

Like all empirical research, several limitations characterise this one. The first limitation concerns data. We lacked a subjective performance measurement aligned with CSR and JS items. To explore the CSR-JS relationship in high- and low-productivity stores, we replicated sales per square metre for all the units of the same superstore. We believe this approach represents a limitation of the work and an opportunity for future research. Another limitation refers to the cross-sectional design of the study. This approach does not allow us to capture the robustness of the causal relationships. Researchers should employ a longitudinal design to assess more precise causality. Limitations also refer to the context of the analysis. Our research focuses on a single case of a specific retail chain. Verifying these results in other retail environments could be an interesting future research direction. Another limitation derives from the fact that we selected a cooperative since this case is a paradigmatic example of CSR policies (Tencati and Zsolnai, 2009; Tencati et al., 2020). Considering the diffusion of CSR practices within the retail industry, a comparison with no-cooperatives cases may represent an interesting future research direction. Moreover, we collected our data in Italy; therefore, it is questionable whether our findings apply to other countries. Finally, an experimental design could represent a proper methodological approach to complete the picture. In summary, focusing on the research domain, we consider this study the first step for further research.

6. Conclusion

Organisations operating in the retail sector are paying increasing attention to defining strategies that incorporate CSR activities. Retailers can use CSR strategies to increase their employees' JS, improve their capacity to retain the existing workforce, attract new talents, and strengthen the stability of their organisational structure. In particular, the retail sector has to face several challenges related to increasing productivity levels, including busyness, time pressure, and enhanced complexity. Such challenges create tensions that can reduce JS and make employees less motivated, diverting them from their current career paths in retail. Retailers should constantly monitor the satisfaction of the internal working climate in order to timely adopt ad-hoc measures aimed at nurturing their employees' value, retaining their talents, and attracting new ones. To this end, CSR strategies may provide a solid foundation for the store employees to increase their JS both under high- and low-productivity conditions. This evidence is grounded

on the assumption that CSR strategies positively influence employees' responses to work. In particular, internal CSR affects multiple sides of the employees' JS by addressing their psychological needs more effectively. In a nutshell, this paper shows that retailers who wish to retain their talents while increasing their JS are called upon to implement CSR strategies, modulating their scope according to the stressors that affect the working activities within the store.

Declaration of competing interest

None

Data availability

Data will be made available on request.

Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.jretconser.2023.103444>.

References

- Aguilera, R.V., Rupp, D.E., Williams, C.A., Ganapathi, J., 2007. Putting the S back in corporate social responsibility: a multilevel theory of social change in organizations. *Acad. Manag. Rev.* 32 (3), 836–863.
- Aguinis, H., Glavas, A., 2012. What we know and don't know about corporate social responsibility: a review and research agenda. *J. Manag.* 38 (4), 932–968.
- Ahmad, N., Ullah, Z., Al Dhaen, E., Han, H., Scholz, M., 2022. A CSR perspective to foster employee creativity in the banking sector: the role of work engagement and psychological safety. *J. Retailing Consum. Serv.* 67, 102968.
- Albinger, H.S., Freeman, S.J., 2000. Corporate social performance and attractiveness as an employer to different job seeking populations. *J. Bus. Ethics* 28 (3), 243–253.
- Arnold, T., Flaherty, K.E., Voss, K.E., Mowen, J.C., 2009. Role stressors and retail performance: the role of perceived competitive climate. *J. Retailing* 85 (2), 194–205.
- Asrar-ul-Haq, M., Kuchinke, K.P., Iqbal, A., 2017. The relationship between corporate social responsibility, job satisfaction, and organizational commitment: case of Pakistani higher education. *J. Clean. Prod.* 142, 2352–2363.
- Babin, B.J., Boles, J.S., 1996. The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *J. Retailing* 72 (1), 57–75.
- Booth, S.A., Hamer, K., 2009. Corporate culture and financial performance: an empirical test of a UK retailer. *Int. J. Retail Distrib. Manag.* 37 (8), 711–727.
- Broadbridge, A., 2002. Retail managers: their work stressors and coping strategies. *J. Retailing Consum. Serv.* 9 (3), 173–183.
- Castaldo, S., Ciacci, A., Penco, L., 2022. Perceived corporate social responsibility and job satisfaction in the retail industry: a systematic literature review and research agenda. In: Luceri, B., Martinelli, E. (Eds.), *Managing Sustainability*. International Series in Advanced Management Studies. Springer, Cham.
- Chandra, S., Ghosh, P., Sinha, S., 2023. Addressing employee turnover in retail through CSR and transformational leadership. *Int. J. Retail Distrib. Manag.* 51 (5), 690–710.
- Charkham, J.P., 1994. *Keeping Good Company: A Study of Corporate Governance in Five Countries*. Oxford University Press, USA.
- Chatzopoulou, E.C., Manolopoulos, D., Agapitou, V., 2022. Corporate Social Responsibility and employee outcomes: interrelations of external and internal orientations with job satisfaction and organizational commitment. *J. Bus. Ethics* 179 (3), 795–817.
- Chen, C.Y., 2019. Does work engagement mediate the influence of job resourcefulness on job crafting? An examination of frontline hotel employees. *Int. J. Contemp. Hospit. Manag.* 31 (4), 1684–1701.
- Chen, L.F., Khuangga, D.L., 2021. Configurational paths of employee reactions to corporate social responsibility: an organizational justice perspective. *Corp. Soc. Responsib. Environ. Manag.* 28 (1), 389–403.
- Cheung, M.F., To, W.M., 2021. The effect of consumer perceptions of the ethics of retailers on purchase behavior and word-of-mouth: the moderating role of ethical beliefs. *J. Bus. Ethics* 171 (4), 771–788.
- Christen, M., Iyer, G., Soberman, D., 2006. Job satisfaction, job performance, and effort: a reexamination using agency theory. *J. Market.* 70 (1), 137–150.
- Chung, T.L., Rutherford, B., Park, J., 2012. Understanding multifaceted job satisfaction of retail employees. *Int. J. Retail Distrib. Manag.* 40 (9), 699–716.
- Comer, J.M., Machleit, K.A., Lagace, R.R., 1989. Psychometric assessment of a reduced version of INDSALES. *J. Bus. Res.* 18 (4), 291–302.
- De Roeck, K., Delobbe, N., 2012. Do environmental CSR initiatives serve organizations' legitimacy in the oil industry? Exploring employees' reactions through organizational identification theory. *J. Bus. Ethics* 110 (4), 397–412.
- De Roeck, K., Maon, F., 2018. Building the theoretical puzzle of employees' reactions to corporate social responsibility: an integrative conceptual framework and research agenda. *J. Bus. Ethics* 149, 609–625.
- De Roeck, K., Marique, G., Stinglhamber, F., Swaen, V., 2014. Understanding employees' responses to corporate social responsibility: mediating roles of overall justice and organisational identification. *Int. J. Hum. Resour. Manag.* 25 (1), 91–112.
- Donaldson, T., Preston, L.E., 1995. The stakeholder theory of the corporation: concepts, evidence, and implications. *Acad. Manag. Rev.* 20 (1), 65–91.
- Donthu, N., Yoo, B., 1998. Retail productivity assessment using data envelopment analysis. *J. Retailing* 74 (1), 89–105.
- Edinger-Schons, L.M., Lengler-Graiff, L., Scheidler, S., Wieseke, J., 2019. Frontline employees as corporate social responsibility (CSR) ambassadors: a quasi-field experiment. *J. Bus. Ethics* 157 (2), 359–373.
- Edwards, M.R., Kudret, S., 2017. Multi-foci CSR perceptions, procedural justice and in-role employee performance: the mediating role of commitment and pride. *Hum. Resour. Manag. J.* 27 (1), 169–188.
- El Akremi, A., Gond, J.P., Swaen, V., De Roeck, K., Igalens, J., 2018. How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *J. Manag.* 44 (2), 619–657.
- Farooq, O., Payaud, M., Merunka, D., Valette-Florence, P., 2014. The impact of corporate social responsibility on organizational commitment: exploring multiple mediation mechanisms. *J. Bus. Ethics* 125 (4), 563–580.
- Farooq, O., Rupp, D.E., Farooq, M., 2017. The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: the moderating role of cultural and social orientations. *Acad. Manag. J.* 60, 954–985.
- Ferrell, O.C., Harrison, D.E., Ferrell, L., Hair, J.F., 2019. Business ethics, corporate social responsibility, and brand attitudes: an exploratory study. *J. Bus. Res.* 95, 491–501.
- Frank, R.H., 2004. *What Price the Moral High Ground?: Ethical Dilemmas in Competitive Environments*. Princeton University Press, Princeton, NJ, Oxford, UK.
- Freeman, E., 1984. *Strategic Management: A Stakeholder Approach*. Pitman Publishing, Boston.
- Garmendia, A., Elorza, U., Aritzeta, A., Madinabeitia-Olabarria, D., 2021. High-involvement HRM, job satisfaction and productivity: a two wave longitudinal study of a Spanish retail company. *Hum. Resour. Manag. J.* 31 (1), 341–357.
- Gaucher, B., Chebat, J.C., 2019. How uncivil customers corrode the relationship between frontline employees and retailers. *J. Retailing Consum. Serv.* 46, 1–10.
- Ginder, W., Byun, S.E., 2022. To trust or not to trust? The interplay between labor-related CSR claim type and prior CSR reputation of apparel retailers. *J. Retailing Consum. Serv.* 65, 102875.
- Glavas, A., Kelley, K., 2014. The effects of perceived corporate social responsibility on employee attitudes. *Bus. Ethics Q.* 24 (2), 165–202.
- Golob, U., Podnar, K., 2021. Corporate marketing and the role of internal CSR in employees' life satisfaction: exploring the relationship between work and non-work domains. *J. Bus. Res.* 131, 664–672.
- Gond, J.P., El Akremi, A., Swaen, V., Babu, N., 2017. The psychological microfoundations of corporate social responsibility: a person-centric systematic review. *J. Organ. Behav.* 38 (2), 225–246.
- Grandey, A.A., Goldberg, L.S., Pugh, S.D., 2011. Why and when do stores with satisfied employees have satisfied customers? The roles of responsiveness and store busyness. *J. Serv. Res.* 14 (4), 397–409.
- Habel, J., Alavi, S., Linsenmayer, K., 2021. Variable compensation and salesperson health. *J. Market.* 85 (3), 130–149.
- Harris, E.G., Fleming, D.E., 2017. The productive service employee: personality, stress, satisfaction and performance. *J. Serv. Market.* 31 (6), 499–511.
- Henseler, J., Ringle, C.M., Sarstedt, M., 2015. A new criterion for assessing discriminant validity in variance-based structural equation modelling. *J. Acad. Market. Sci.* 43 (1), 115–135.
- Homburg, C., Müller, M., Klarmann, M., 2011. When should the customer really be king? On the optimum level of salesperson customer orientation in sales encounters. *J. Market.* 75 (2), 55–74.
- Hooper, D., Coughlan, J., Mullen, M.R., 2008. Structural equation modelling: guidelines for determining model fit. *Electron. J. Bus. Res. Methods* 6 (1), 53–60.
- Hu, X., Kaplan, S., Dalal, R.S., 2010. An examination of blue-versus white-collar workers' conceptualizations of job satisfaction facets. *J. Vocat. Behav.* 76 (2), 317–325.
- Hulland, J., Baumgartner, H., Smith, K.M., 2018. Marketing survey research best practices: evidence and recommendations from a review of JAMS articles. *J. Acad. Market. Sci.* 46, 92–108.
- Hur, W.M., Moon, T.W., Lee, H.G., 2018. Employee engagement in CSR initiatives and customer-directed counterproductive work behavior (CWB): the mediating roles of organizational civility norms and job calling. *Corp. Soc. Responsib. Environ. Manag.* 25 (6), 1087–1098.
- Iacobucci, D., 2010. Structural equations modeling: fit indices, sample size, and advanced topics. *J. Consum. Psychol.* 20 (1), 90–98.
- Jain, A., Leka, S., Zwetsloot, G., 2011. Corporate social responsibility and psychosocial risk management in Europe. *J. Bus. Ethics* 101 (4), 619–633.
- Jamali, D., 2008. A stakeholder approach to corporate social responsibility: a fresh perspective into theory and practice. *J. Bus. Ethics* 82 (1), 213–231.
- Jones, D.A., Newman, A., Shao, R., Cooke, F.L., 2019. Advances in employee-focused micro-level research on corporate social responsibility: situating new contributions within the current state of the literature. *J. Bus. Ethics* 157 (2), 293–302.
- Khaskheli, A., Jiang, Y., Raza, S.A., Qureshi, M.A., Khan, K.A., Salam, J., 2020. Do CSR activities increase organizational citizenship behavior among employees? Mediating role of affective commitment and job satisfaction. *Corp. Soc. Responsib. Environ. Manag.* 27 (6), 2941–2955.
- Kim, K.H., Jeon, B.J., Jung, H.S., Lu, W., Jones, J., 2011. Effective employment brand equity through sustainable competitive advantage, marketing strategy, and corporate image. *J. Bus. Res.* 64 (11), 1207–1211.

- Kim, M., Kim, J., 2021. Corporate social responsibility, employee engagement, well-being and the task performance of frontline employees. *Manag. Decis.* 59 (8), 2040–2056.
- Lambert, A., Jones, R.P., Clinton, S., 2021. Employee engagement and the service profit chain in a quick-service restaurant organization. *J. Bus. Res.* 135, 214–225.
- Laplume, A.O., Sonpar, K., Litz, R.A., 2008. Stakeholder theory: reviewing a theory that moves us. *J. Manag.* 34 (6), 1152–1189.
- Law, K.S., Wong, C.-S., 1999. Multidimensional constructs M structural equation analysis: an illustration using the job perception and job satisfaction constructs. *J. Manag.* 25 (2), 143–160.
- Li, W., Li, W., Seppänen, V., Koivumäki, T., 2022. How and when does perceived greenwashing affect employees' job performance? Evidence from China. *Corp. Soc. Responsib. Environ. Manag.* 29 (5), 1722–1735.
- Longo, M., Mura, M., Bonoli, A., 2005. Corporate social responsibility and corporate performance: the case of Italian SMEs. *Corp. Govern.* 5 (4), 28–42.
- Lucia-Palacios, L., Perez-Lopez, R., Polo-Redondo, Y., 2020. How situational circumstances modify the effects of frontline employees' competences on customer satisfaction with the store. *J. Retailing Consum. Serv.* 52, 101905.
- Maon, F., Vanhamme, J., De Roeck, K., Lindgreen, A., Swaen, V., 2019. The dark side of stakeholder reactions to corporate social responsibility: tensions and micro-level undesirable outcomes. *Int. J. Manag. Rev.* 21 (2), 209–230.
- Mayr, K., Teller, C., 2023. Customer deviance in retailing: managers' emotional support and employees' affective wellbeing. *J. Retailing Consum. Serv.* 72, 103291.
- McKinsey, 2022a. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-great-attrition-is-making-hiring-harder-are-you-sea-arching-the-right-talent-pools>. (Accessed 20 February 2023).
- McKinsey, 2022b. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-great-attrition-is-making-hiring-harder-are-you-sea-arching-the-right-talent-pools>. (Accessed 20 February 2023).
- McWilliams, A., Siegel, D.S., Wright, P.M., 2006. Corporate social responsibility: strategic implications. *J. Manag. Stud.* 43 (1), 1–18.
- Netemeyer, R.G., Boles, J.S., McKee, D.O., McMurrian, R., 1997. An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *J. Market.* 61 (3), 85–98.
- Northington, W.M., Gillison, S.T., Beatty, S.E., Vivek, S., 2021. I don't want to be a rule enforcer during the COVID-19 pandemic: frontline employees' plight. *J. Retailing Consum. Serv.* 63, 102723.
- Park, J., Ahn, J., Hyun, H., Rutherford, B.N., 2021. Examining antecedents of retail employees' propensity to leave. *Int. J. Retail Distrib. Manag.* 49 (6), 795–812.
- Peters, L.H., O'Connor, E.J., Rudolf, C.J., 1980. The behavioral and affective consequences of performance-relevant situational variables. *Organ. Behav. Hum. Perform.* 25 (1), 79–96.
- Plewa, C., Conduit, J., Quester, P.G., Johnson, C., 2015. The impact of corporate volunteering on CSR image: a consumer perspective. *J. Bus. Ethics* 127, 643–659.
- Porricelli, M.S., Yurova, Y., Abratt, R., Bendixen, M., 2014. Antecedents of brand citizenship behavior in retailing. *J. Retailing Consum. Serv.* 21 (5), 745–752.
- Porter, M.E., Kramer, M.R., 2006. Strategy and society: the link between competitive advantage and corporate social responsibility. *Harv. Bus. Rev.* 84 (12), 78–92.
- Potdar, B., Garry, T., McNeill, L., Gnoth, J., Pandey, R., Mansi, M., Guthrie, J., 2020. Retail employee guardianship behaviour: a phenomenological investigation. *J. Retailing Consum. Serv.* 54, 102017.
- Pritchard, M., Silvestro, R., 2005. Applying the service profit chain to analyse retail performance: the case of the managerial strait-jacket? *Int. J. Serv. Ind. Manag.* 16 (4), 337–356.
- Raggiotto, F., Compagno, C., Scarpi, D., 2023. Care management to improve retail customers' and employees' satisfaction. *J. Retailing Consum. Serv.* 72, 103280.
- Ranstad, 2022. *Ranstad Employer Brand Research. Global Report*. <https://workforceinsights.ranstad.com/ranstad-employer-brand-research-global-report-2022>. (Accessed 23 February 2023).
- Rhoads, G.K., Swinyard, W.R., Geurts, M.D., Price, W.D., 2002. Retailing as a career: a comparative study of marketers. *J. Retailing* 78 (1), 71–76.
- Rosseel, Y., 2012. Lavaan: an R package for structural equation modeling. *J. Stat. Software* 48 (2), 1–36.
- Rupp, D.E., Mallory, D.B., 2015. Corporate social responsibility: Psychological, person-centric, and progressing. *Annu. Rev. Organ. Psychol. Organ. Behav.* 2 (1), 211–236.
- Rupp, D.E., Shao, R., Thornton, M.A., Skarlicki, D.P., 2013. Applicants' and employees' reactions to corporate social responsibility: the moderating effects of first-party justice perceptions and moral identity. *Person. Psychol.* 66 (4), 895–933.
- Rutherford, B., Boles, J., Hamwi, G.A., Madupalli, R., Rutherford, L., 2009. The role of the seven dimensions of job satisfaction in salesperson's attitudes and behaviors. *J. Bus. Res.* 62 (11), 1146–1151.
- Ryari, H., Alavi, S., Wieseke, J., 2021. Drown or blossom? The impact of perceived chronic time pressure on retail salespeople's performance and customer-salesperson relationships. *J. Retailing* 97 (2), 217–237.
- Silvestro, R., 2002. Dispelling the modern myth: employee satisfaction and loyalty drive service profitability. *Int. J. Oper. Prod. Manag.* 22 (1), 30–49.
- Spector, P.E., 1985. Measurement of human service staff satisfaction: development of the job satisfaction survey. *Am. J. Community Psychol.* 13 (6), 693.
- Story, J.S., Castanheira, F., 2019. Corporate social responsibility and employee performance: mediation role of job satisfaction and affective commitment. *Corp. Soc. Responsib. Environ. Manag.* 26 (6), 1361–1370.
- Suhartanto, D., Brien, A., 2018. Multidimensional engagement and store performance: the perspective of frontline retail employees. *Int. J. Prod. Perform. Manag.* 67 (5), 809–824.
- Tencati, A., Misani, N., Castaldo, S., 2020. A qualified account of supererogation: toward a better conceptualization of corporate social responsibility. *Bus. Ethics Q.* 30 (2), 250–272.
- Tencati, A., Zsolnai, L., 2009. The collaborative enterprise. *J. Bus. Ethics* 85 (3), 367–376.
- Turker, D., 2009. Measuring corporate social responsibility: a scale development study. *J. Bus. Ethics* 85 (4), 411–427.
- Vadakkappatt, G.G., Winterich, K.P., Mittal, V., Zinn, W., Beitelspacher, L., Aloysius, J., Ginger, J., Reilman, J., 2021. Sustainable retailing. *J. Retailing* 97 (1), 62–80.
- Valentine, S., Fleischman, G., 2008. Ethics programs, perceived corporate social responsibility and job satisfaction. *J. Bus. Ethics* 77 (2), 159–172.
- Valentine, S., Godkin, L., Fleischman, G.M., Kidwell, R., 2011. Corporate ethical values, group creativity, job satisfaction and turnover intention: the impact of work context on work response. *J. Bus. Ethics* 98 (3), 353–372.
- Vázquez-Suárez, L., Mejía-Vázquez, P.R., da Silva, S.S., Sánchez-Gómez, R., 2022. Gender's moderating role in the relationship between organisational form and performance in the Spanish supermarket industry. *J. Retailing Consum. Serv.* 64, 102757.
- Vlachos, P.A., Panagopoulos, N.G., Rapp, A., 2014. Employee judgments of and behaviors towards corporate social responsibility: a multi-study investigation of direct, cascading, and moderating effects. *J. Organ. Behav.* 35, 990–1017.
- Weber, R., 2004. Editor's Comments: The Rhetoric of Positivism versus Interpretivism: a Personal View. *MIS Quarter*, pp. III–XII.
- Weller, A., 2020. Exploring practitioners' meaning of "ethics," "compliance," and "corporate social responsibility" practices: a communities of practice perspective. *Bus. Soc.* 59 (3), 518–544.
- Zhao, X., Wu, C., Chen, C.C., Zhou, Z., 2022. The influence of corporate social responsibility on incumbent employees: a meta-analytic investigation of the mediating and moderating mechanisms. *J. Manag.* 48 (1), 114–146.

Sandro Castaldo is Full Professor of Management at Bocconi University and Liaison Officer at SDA Bocconi School of Management. He has been Secretary of the Italian Management Society (SIMA) and he is Board Member of the First International Network on Trust (FINT). He teaches in several Master courses and Master of Science degrees (e.g. Full Time MBA, Master of Science in Marketing, Executive Master in Marketing and Sales). His current research investigates mainly the topic of trust in market relationships and channel strategy. He has been visiting professor at University of Florida, Florida State University, Esade, IESE, Rotterdam School of Management, and Università Autonoma di Barcellona. He is the author of many articles published on international Journals.

Andrea Ciacci is a Ph.D. Student in Security, Risk, and Vulnerability, curriculum Management and Security, at the Department of Economics and Business Studies, in Genoa, Italy. He is a member of the Italian Society of Management, Italian Society of Marketing, Academy of Business Administration, and Italian Society of Statistics. He is a member of the Center for Research in Econometrics, University of Buenos Aires, Argentina. His main research interests focus on strategic management, business studies, entrepreneurship, and tourism management. He authored papers published in international journals.

Lara Penco is Full Professor of Management, Department of Economics and Business Studies, University of Genoa, where she teaches "Management", "Strategic Management and Corporate Governance", "Public and private management". She holds a PhD in "Service Management" from the same University. She is Member of C.I.E.L.I., the Italian Center of Excellence on Logistics Transports and Infrastructures. Her research interests lie in strategic management, corporate strategy and governance. She has carried out several researches on the cruise industry. She is author of several books and papers on qualified national and international Journals.