

## CORPORATE SOCIAL RESPONSIBILITY AND SERVICE ORIENTATION OF HOTEL EMPLOYEES <sup>a</sup>

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### Abstract

Tourism researches are usually directed towards enhancing the customer experience. Contrary to such an effort, this research is based on the fact that employees in business organizations such as hotels represent an important element of business success, often neglected within other studies. Therefore, popular aspects of business, such as corporate social responsibility and service orientation are subjects of this study, but from employees' point of view. The survey research was conducted within Kopaonik, a popular destination of Serbian tourism, among 212 hotel employees. Study examines is there a correlation between corporate social responsibility (CSR) and service orientation (SO), together with researching the employees' job satisfaction (JS) and organizational trust (OT). The results indicate that OT and JS of hotel employees correlate with CSR and SO. The SO of hotel employees correlates with philanthropic, legal and economic aspects of CSR, while it could be said that it is in indirect correlation with the ethical dimension of this term. Female employees, as well as permanent ones, are more sensitive to ethical CSR dimension. The results also suggest that female respondents are slightly more service-oriented in comparison with males, but their SO is not conditional on whether the employees work seasonally or throughout the year in hotels at Kopaonik. Beside theoretical contribution, the results might have practical application in improving business performances.

**Key words:** corporate social responsibility, service orientation, organizational trust, job satisfaction, hotel employees.

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## ДРУШТВЕНО ОДГОВОРНО ПОСЛОВАЊЕ И УСЛУЖНА ОРИЈЕНТАЦИЈА ЗАПОСЛЕНИХ У ХОТЕЛИМА

### Апстракт

Истраживања у сектору туризма обично су усмерена ка унапређењу искуства корисника. Супротно таквом настојању, ово истраживање полази од чињенице да запослени у пословним организацијама као што су хотели представљају битан елемент успешности пословања који се често занемарује. Због тога, популарни аспекти пословања попут друштвене одговорности и услужне оријентације представљају предмет истраживања овог рада из перцепције запослених. Истраживање је спроведено на Копаонику, познатој дестинацији туризма Србије, међу 212 запослених у хотелима. Ова студија истражује да ли постоји корелација између друштвено одговорног пословања (ДОП-а) и услужне оријентације (УО), истражујући истовремено и организационо поверење (ОП) и задовољство послом (ЗП). Резултати указују на то да ОП и ЗП корелирају са ДОП-ом и услужном оријентацијом. Услужна оријентација запослених корелира са филантропским, правним и економским аспектом ДОП-а, а може се рећи и да је у индиректној корелацији са етичком димензијом друштвене одговорности. Жене у хотелима Копаоника, као и стално запослени, осетљивији су на етичку димензију ДОП-а. Резултати такође указују на то да су запослени женског пола у хотелима Копаоника нешто више услужно оријентисани од мушкараца, али и да УО није условљена тиме да ли запослени у хотелима раде сезонски или током целе године. Поред теоријског доприноса, резултати могу имати и практичну примену у хотелима у виду основе информација за побољшање пословних перформанси.

**Кључне речи:** друштвено одговорно пословање, услужна оријентација, организационо поверење, задовољство послом, запослени у хотелу.

### INTRODUCTION

In an increasingly competitive environment, organizations are constantly faced with the challenge of identifying critical factors that might affect customers' satisfaction. By ignoring the identification of these factors, organizations might lose their customers, which could later be reflected in threatened business performances (De Jong, De Ruyter, & Lemmink, 2003). Therefore, corporate social responsibility (CSR) and business orientation towards customers could be considered as important components of long-term sustainability of the business (Grissemann, Plank, & Brunner-Sperdin, 2013; Pavlović, Đukić, & Đurić, 2016). Both constructs are usually examined from customers' point of view. However, for a successful business, it is also important to satisfy the interest of other stakeholders, such as employees, so it is important to explore their opinions related to CSR and service orientation (SO) (Lee, Song, Lee, Lee, & Bernhard, 2013).

This research is related to CSR and SO of employees within most of the hotels located in tourist complex at the highest part of Kopaonik,

the most visited mountain of Serbia, with the emphasis on tourist visits during the winter season (December-April). The research was commended throughout the winter season 2013/2014, when 40,311 tourists, 34,239 domestic and 6,072 foreign ones, visited Kopaonik (Statistical Office of the Republic of Serbia, [www.stat.gov.rs](http://www.stat.gov.rs)). According to numerous visitors in the winter season, the need for labour is also high. In the off season, only few employees stay in the hotels, while in the winter season there are between 20 and 50 seasonal workers, according to the size and business needs of a specific hotel, which might affect the quality of services, if seasonal workers are not adequately prepared for the job (Nakaradić, 2012). However, given that Kopaonik is a destination of elite tourism in Serbia, it is expected that employees are well prepared and familiar with the concept of CSR and that management requires their top quality SO. The goal of this study is to determine whether this is the real situation, with the aim of researching the employees' perception and providing the information necessary for further business improvement within this destination.

Regarding the high share of economically inactive residents within the nearest municipalities (Raška: 58.08%, Brus: 55.2%), there is a problem of lacking in the sufficient number of workforce during the season, which requires full operation of accommodation facilities (Statistical Office of the Republic of Serbia, [www.stat.gov.rs](http://www.stat.gov.rs)). This fact caused the employment of seasonal workforce within Kopaonik (from other parts of Serbia) which makes work environment of these hotels specific and adequate for researches concerning human resources.

### *LITERATURE REVIEW*

The concept of *CSR* has been extensively discussed in the last fifty years, which resulted in wider definitions, with focus on behaviour that involves social improvement beyond organizational interest, to narrow ones with focus on economic benefits for organizational shareholders. However, Luck and Bowcott (2009) pointed out that hoteliers were not familiar with this concept during the nineties of the XX century. However, tourism sector became increasingly active in adherence to social responsibility from the beginning of the XXI century onwards, especially due to the fact that this type of operations might affect employees' perception and behaviour (Sanzo, Álvarez, Rey, & García, 2015).

*SO* is based on meeting the customers' needs, but it often requires the employees to take initiative in providing the services (Lytle & Timmerman, 2006). This type of business orientation represents a part of overall corporate culture and it emphasizes the importance of recruiting a qualified workforce (Tajeddini & Truema, 2012).

During the research of SO in tourism, it is necessary to consider seasonality, as important business characteristics and to examine possible differences in SO perception among permanent and seasonal workers. The results show that permanent employees are usually more service-oriented which might result in advanced relationship with customers (Kim, Leong, & Lee, 2005). The same goes with CSR (Kucukusta, Mak, & Chan, 2013), which resulted in narrow understanding of CSR within seasonal workers (Amran & Nejati, 2014).

Interesting results are also stemming from researches regarding the impact of gender on SO. Thus, male employees are more focused on possible consequences of SO, while females are focused on actual interaction with customers and emotional outcomes of this contact (Bhagat & Williams, 2008; Mathies & Burford, 2011). It would be interesting to examine whether this influence is also distinctive in the case of CSR, particularly because CSR surveys are mainly focused on the effects of these activities to motivation and commitment to organization. Other factors that could be considered as determinants of CSR perception, such as gender structure, are often neglected (Ferreira & Real de Oliveira, 2014).

The researches pointed out that the strategy of CSR and SO could positively affect employees' business perception (Lee et al., 2013; Vlachos, Aristeidis, & Panagopoulos, 2010). Employees will positively perceive the organization that enables connection with personal goals (Peterson, 2004). As a consequence, *organizational trust (OT)* might be developed, often defined as expectation that individuals have from network of organizational relationships and behaviour (Shockley-Zalabak, Ellis, & Winograd, 2000). OT usually leads to employees' *job satisfaction (JS)* that is related to pleasant and positive emotional state as a consequence of evaluating the work experience (Locke, 1976).

There is a number of researches that are pointing to positive effects of CSR and SO on OT and JS (Chen & Indartono, 2011; Cho & Park, 2011; Smith, Wokutch, Harrington, & Dennis, 2001; Vlachos et al., 2010). These researches are mostly conducted within developed countries, unlike those in transition, such as Serbia. Initial Serbian studies mostly examined the ways that privatization and financial success affect the involvement of hotels in social responsibility (Blešić, Čerović, & Dragičević, 2011; Kicošev, Blešić, & Bradić, 2011), while service orientation is usually explored on the basis of customers' satisfaction (Blešić et al., 2011). However, specific characteristics of the business, often caused by unstable economic, political and social conditions in the country, indicate that Serbia is an interesting area for common research of CSR, SO, OT and JS.

## METHODOLOGY

### *Instrument and Hypothesis*

The survey research of the hotel employees at Kopaonik obtained the model of social performances set up by Carroll (1979), which is based on the belief that CSR is made from following dimensions: economic, legal, ethical and philanthropic. Economic dimension refers to economic obligations of organization regarding the stakeholders, while legal dimension is related to legal compliance of the business. Ethical dimension is related to expected activities of organization as a member of society, excluding those prescribed by law. Philanthropic dimension involves organizational volunteer activities oriented towards improving the well-being of people. In this research, Carroll's ethical dimension is adapted to hotel business, while other dimensions are completely adopted.

The model of social performances was used by other authors who also adapted these dimensions regarding the research (Wartick & Cochran, 1985). For example, Lee et al. (2013) adopted first three dimensions, while the ethical one was adapted to research conducted among casino employees in South Korea. Furthermore, Lee et al. (2013) examined whether CSR dimensions affect employees' OT, JS and SO, which will also be used for the purpose of this research.

However, research conducted by Kicošev et al. (2011) shows that CSR is still not sufficiently represented in Serbia. Therefore, CSR, in the context of this study, will also be obtained as a single entity, in order to research whether the unique interpretation of CSR might be reflected in results otherwise in comparison to observation of CSR as multidimensional and more specific construct.

The respondents answered the questions that were formed in two parts. First 11 questions were related to their socio-demographic characteristics. Throughout the second part, related to CSR and SO, the respondents expressed the level of their agreement with the stated items, ranging from 1 (strongly disagree) to 5 (strongly agree). The questions were related to economic CSR aspects (four items), legal CSR aspects (four items), philanthropic CSR aspects (four items), ethical CSR aspects (six items), SO (five items), but also to OT (five items) and JS (four items). Based on the literature review and chosen instrument, it is possible to distinguish several hypotheses:

H1: CSR correlates with OT and JS of hotel employees.

H2: OT and JS correlate with SO of hotel employees.

H3: Economic, legal, philanthropic and ethical CSR are in correlation with OT and JS of hotel employees.

H4: Economic, legal, philanthropic and ethical CSR are in correlation with SO of hotel employees.

H5: There are differences in SO of hotel employees on the basis of gender structure.

H6: CSR sensitivity of hotel employees depends on respondents' gender.

H7: Permanent hotel employees are more service-oriented than seasonal ones.

H8: CSR sensitivity of hotel employees depends on characteristics of employment (seasonally or throughout the year).

#### *Data Collecting Procedure*

The answers were collected by using the standard pen-and-paper procedure. All respondents were volunteers from different hotel sectors such as: front/back office, administration, food/beverage, maintenance and house holding. The research obtained 70.59% of the whole number of hotels at Kopaonik.

Throughout the research, 300 questionnaires were distributed. The interviewers got back 236 completed questionnaires (response rate: 78.67%), but 212 were correctly completed. The majority of the respondents took several weeks to complete the questionnaires, due to excessive amount of working tasks. Overcoming this problem was helped by hotel supervisors. They participated in the survey as the respondents, but they also used their positions to remind their subordinates to complete the questionnaires. Thus, the main problem during the research was the amount of work that the hotel employees were faced with, which is reflected in the fact that the data collecting procedure lasted for a long time.

### *RESULTS*

#### *Sample Characteristics*

With regard to the whole sample of 212 respondents, 52.4% of them are male, while 47.6% are female. Approximate percentage of the respondents' gender structure is not surprising, because various jobs are represented in hotel business, so both, men and women, could find adequate jobs for themselves.

By considering the age structure, the respondents are mostly aged between 21 and 30 years (50%). The results also show that 75% of respondents work at Kopaonik during the winter season. Young respondents are represented at Kopaonik, primarily due to the fact that most of them still do not have a family of their own (59.6%), so they are not so tied to one place of the residence, which makes them more open for seasonal work. However, 26.9% of the respondents are married.

Data analysis related to the place of the respondents' residence shows that the percentages of those who are from villages (30.7%), small

cities (40.6%) and major cities (28.8%) are approximate (with small variations). These results indicate the fact that people from all over the Serbia are ready to work at Kopaonik, primarily throughout the winter season, if they are unable to find a job in the place of their residence, which is in line with the aforementioned percentage of seasonal employment. This is also supported by the results regarding the reasons of working at Kopaonik, where respondents indicated that they are forced to work seasonally, away from home, due to difficult financial situation (10.4%), while there are also employees who stated living in the vicinity (1.4%) as the main reason of their employment at Kopaonik.

The most common level of the respondents' education is high school degree (63.2%) that represents a sufficient level of education for working positions of the majority of the respondents, such as the job of a waiter (22.6%), maid (10.4%) and receptionist (10.4%). The share of the respondents engaged in supervisory positions is 7.5%, which is in line with the size of hotels at Kopaonik, they are small or medium business organizations, neither one is a part of bigger hotel chains. The education field of the respondents is not related to tourism in a significant percentage (83%). This could be a problem for business success, due to the fact that employees without tourism education often do not know how to treat the guests in the right manner. Also, the fact that the employees' education is related to other profession might decrease their commitment, because current employment could be considered as a passing phase in searching for a better job. The respondents mostly have work experience up to 4 years. Such a short tenure is not surprising, due to high unemployment in the country (19.2%, Statistical Office of the Republic of Serbia, [www.stat.gov.rs](http://www.stat.gov.rs)) and the fact that the respondents are mostly young people, who are still at the beginning of their career development.

#### *Factor Analysis*

The analysis of main components was conducted for 32 questions posed to the respondents. The value of the Kaiser-Meyer-Olkin's indicator is 0.904, which exceeds the recommended level of 0.6. The Bartlett's test of sphericity reached statistical significance ( $p = 0.000$ ) and justified the application of this analysis. The principal component analysis revealed the presence of six components with values over 1, explaining the 39.563%, 11.791%, 6.884%, 5.898%, 4.942% and 4.053% of variance. After the extraction of factors, Varimax rotation method was used. The factor analysis resulted in the model with 32 questions grouped into six factors (Table 1) that explained 73.132% of total variance. The identified factors are: *OT/JS as the first one, followed by SO, Philanthropic factor, Legal factor, Economic factor and Ethical factor of CSR.*

Individual items that generate each factor are shown in Table 1. Thus, factor *OT/JS* is characterized by items related to the employees'

perception regarding the manner in which hotel management treats them. The employees perceive the importance of fair and proper management behaviour in the form of transparent communication that provides access to all information of interest to employees. Also, the employees perceive the importance of feeling that hotel values their suggestions for improving the business operations, which could affect employees' sense that a hotel seeks to develop a long-term relationships with them. Open and benevolent attitude of a hotel towards the employees could contribute to their sense of comfort. The degree of openness for cooperation possessed by their employers and colleagues certainly could contribute to this feeling.

The second factor, *SO*, is characterized by items related to job commitment and the willingness of hotel employees to meet the customers' needs. According to the results, the respondents perceive the importance of dedication to work and caring towards customers. The employees obviously strive to provide quality service, but also to recognize customers' needs and help them in solving specific problems on their own initiative.

The third factor is related to the employees' perception regarding the involvement and level of participation of hotels in charitable activities (*Philanthropic CSR factor*). The results indicate that the employees perceive that hotels often participate in voluntary activities in order to help the people in trouble. The employees also recognize that hotels are trying to help the local community, but also the society as a whole, in form of providing a variety of necessary donations.

The fourth, *Legal CSR factor*, indicates the employees' perception related to the willingness of hotels to adhere business regulations and to operate in accordance with the labour law. Legal acts do not apply only to contracts in respect of employment and employees' rights, but also the establishment of rules and methods of working with customers.

The fifth factor is related to the employees' perception of the economic dimension of hotel business. *Economic CSR factor* refers to hotels' effort for covering the operational costs, as well as improving the employees' productivity. Another important aspect of economic dimension of hotel business is establishment of long-term strategy for organizational economic growth.

The last factor, *Ethical CSR factor*, points to the employees' perception related to ethical behaviour, considering the ethics of living and working conditions in hotels at Kopaonik. The employees are usually separated from their home for a long time throughout working on the mountain (especially seasonal workers), which might affect their sensitivity. Thus, the ethical dimension of business indicates the sensitivity of hotel employees at Kopaonik on (un)ethical behaviour of those with whom they contact daily (primarily guests), as well as general conditions of working on the mountain.



Table 1. Factor analysis (Varimax rotation)

Items/Factors ( $\alpha = 0.944$ )	OT/JS ( $\alpha=0.941$ )	SO ( $\alpha=0.910$ )	Philatropi c CSR factor ( $\alpha=0.939$ )	Legal CSR factor ( $\alpha=0.909$ )	Economic CSR factor ( $\alpha=0.881$ )	Ethical CSR factor ( $\alpha=0.768$ )
I feel comfortable at work	.781					
Hotel treats me fairly and properly	.757					
I am satisfied with the job on the mountain	.755					
Employers cooperate	.750					
Hotel considers my proposals	.742					
Hotel maintains a long-term relation with me	.732					
Hotel provides information	.723					
Hotel communicates with employees openly and honestly	.691					
I am satisfied with my job	.685					
Colleagues cooperate	.602					
My job is interesting	.598					
Living conditions at Kopaonik are satisfactory	.574					
I care for customers		.879				
I try to meet the customers' needs without their objections		.869				
I try to recognize the customers' needs		.861				
I try to identify customers' problem and help them		.859				
I put the care for customers in the first place		.750				

Items/Factors ( $\alpha = 0.944$ )	OT/JS ( $\alpha=0.941$ )	SO ( $\alpha=0.910$ )	Philatropi c CSR factor ( $\alpha=0.939$ )	Legal CSR factor ( $\alpha=0.909$ )	Economic CSR factor ( $\alpha=0.881$ )	Ethical CSR factor ( $\alpha=0.768$ )
I am dedicated to the job		.593				
Hotel is participating in campaigns to help people			.878			
Hotel is trying to help the community			.857			
Hotel is participating in voluntary activities			.826			
Hotel provides donations			.817			
Hotel operates in accordance with the labour law acts				.833		
Hotel is committed to doing business in accordance with legal contracts				.830		
Hotel has established rules and methods of working with costumers				.758		
Hotel adheres business regulations				.737		
Hotel is trying to cover operating costs					.805	
Hotel establishes long-term strategy for economic growth					.764	
Hotel generates employment impact					.747	
Hotel is trying to improve employees' productivity					.718	
Guests are often too demanding						.898
Work at Kopaonik is hard						.821

Source: Authors

### Correlation

The degree of variation between isolated factors is expressed by the Pearson's correlation coefficient. The representation of the recorded correlation coefficients and level of significance is shown in Table 2. High correlation (0.776) is obtained between CSR (as a whole) and OT/JS and this correlation is statistically significant at 0.01 level, *which confirms H1*. Also, the statistically significant correlation of medium intensity (0.507) is recorded between OT/JS on the one hand, and SO on the other, *which confirms H2* and indicates the interconnection between these aspects of hotel business.

Table 2. Correlation between CSR, SO and OT/JS

Factors	OT/JS	SO	CSR
OT/JS	1.000	0.507**	0.776**
SO		1.000	0.353**
CSR			1.000

\*Correlation is significant at level 0.05

\*\*Correlation is significant at level 0.01

Source: Authors

Table 3 also represents the correlation between isolated factors, except that, in this case, CSR is decomposed to Philanthropic, Legal, Economic and Ethical factor. It could be seen that the correlation between Legal, Economic and Philanthropic factors of CSR and OT/JS is statistically significant at 0.01 level, which *partly confirms H3*. The correlation results related to factors of CSR and SO point to a significant correlation between Legal and Economic factor with SO. Correlation is slightly lower, but also significant, between SO and Philanthropic CSR factor, while correlation between SO and Ethical CSR factor is not statistically significant.

Table 3. Correlation between factors

Factors	OT/JS	SO	Philanthropic CSR factor	Legal CSR factor	Economic CSR factor	Ethical CSR factor
OT/JS	1.000	0.507**	0.496**	0.583**	0.571**	0.117
SO		1.000	0.169*	0.272**	0.240**	0.127
Philanthropic CSR factor			1.000	0.464**	0.463**	0.236**
Legal CSR Factor				1.000	0.557**	0.027
Economic CSR factor					1.000	0.128
Ethical CSR factor						1.000

\*Correlation is significant at level 0.05

\*\*Correlation is significant at level 0.01

Source: Authors

Although direct correlation is not observed, it could be said that the Ethical factor correlates with SO in an indirect manner, through the correlation of Ethical with Philanthropic CSR factor, which further correlates with SO. All together, they could shape the degree of the employees' SO, which *partially support H4*. Also, the statistically significant correlation between majorities of tested CSR dimensions is registered.

#### *T-test*

The t-test for independent samples was conducted in order to compare arithmetic mean values between two groups of the respondents, in this case between male and female hotel employees. The results are represented in Table 4 and they point to the fact that female hotel employees at Kopaonik are slightly more service-oriented (4.68) in comparison with male ones (4.51). This difference is statistically significant at 0.05 level and it values -2.076, which resulted in *confirmation of H5*. Also, it might be noted that female employees in these hotels are more sensitive to Ethical CSR factor (3.87) compared to males (3.49). This difference is statistically significant at 0.05 level and it values -2.585, which *partly confirms H6*.

*Table 4. T-test according to respondents' gender*

Factors	Male (Mean)	Female (Mean)	Male (SD)	Female (SD)	Confidence Level		T-value	Sig. (2-tailed)
					Lower	Upper		
OT/IS	3.84	4.07	.86883	.85762	-.46585	.00232	-1.952	0.052
SO	4.51	4.68	.69059	.46057	-.32380	-.00831	-2.076*	0.039
Philanthropic CSR factor	3.02	3.12	1.25479	1.20552	-.43510	.23262	-0.598	0.551
Legal CSR factor	4.13	4.30	.90630	.73290	-.38648	.05819	-1.456	0.147
Economic CSR factor	3.72	3.85	.99265	1.00323	-.40348	.13745	-0.970	0.333
Ethical CSR factor	3.49	3.87	1.24313	.97694	-.69656	-.09374	-2.585*	0.010
CSR (as a whole)	3.66	3.83	.73555	.69321	-.36959	.01844	-1.784	0.076

\*Correlation is significant at level 0.05

\*\*Correlation is significant at level 0.01

Source: Authors

In Table 5 are represented the results of the t-tests conducted on independent samples, due to the characteristics of employment in hotels of Kopaonik, according to the duration of the respondents' employment (winter season or throughout the year). The difference between SO of

those who work during the winter season and throughout the year is not statistically significant, *which resulted in rejecting the H7*. Also, it could be seen that hotel employees who work throughout the year at Kopaonik are more sensitive to Ethical CSR factor (3.98) compared to those who work in these hotels during the winter season (3.59). The difference is statistically significant at 0.05 level and it values -2.179, which *partly confirms H8*.

Table 5. T-test according to length of working at Kopaonik

Factors	Winter season (Mean)	Whole year (Mean)	Winter season (SD)	Whole year (SD)	Confidence Level		T-value	Sig. (2-tailed)
					Lower	Upper		
OT/JS	3.98	3.87	.82630	.99646	-.16603	.37956	0.772	0.441
SO	4.58	4.62	.63336	.48055	-.23308	.14181	-0.480	0.632
Philanthropic CSR factor	3.09	3.05	1.15075	1.43309	-.39411	.47071	0.176	0.860
Legal CSR factor	4.22	4.22	.79614	.92513	-.25997	.25956	-0.002	0.999
Economic CSR factor	3.80	3.75	.92349	1.16591	-.28774	.41426	0.359	0.721
Ethical CSR factor	3.59	3.98	1.14984	1.00939	-.73560	-.03680	-2.179*	0.030
CSR as a whole)	3.76	3.74	.65681	.86738	-.24194	.27663	0.133	0.894

\*Correlation is significant at level 0.05

\*\*Correlation is significant at level 0.01

Source: Authors

## DISCUSSION AND CONCLUSION

Organizations often include CSR in their business in order to improve business performances. Opposite to the researches that usually consider the social responsibility from the customers' point of view, this research examined the attitudes of hotel employees, as internal customers, towards CSR. Another aspect of business, researched within this study, is SO. The interaction between employees and customers is very important, considering that, on the basis of the quality of this interaction, guests often form opinions on a specific hotel and decide whether they will come back. The goal of management is to make this happen, so the SO of hotel employees deserves and requests adequate attention. In addition to SO and aforementioned CSR, research conducted at Kopaonik also included OT and JS.

The factor analysis resulted in four CSR factors: Philanthropic, Legal, Economic and Ethical and these results are in compliance with the results of previous studies (Lee et al., 2013). Besides that, the factor

analysis resulted in two more factors: OT/JS and SO. These results are similar to those gained in the research conducted by Lee et al. (2013), the only difference is in joining of OT and JS into a single factor, opposite to the research of Lee et al. (2013) where they are separated. This might be a consequence of development within the country of the research conducted by Lee et al. (2013), where, for achieving JS it is not enough just to gain OT, as opposed to Serbia, a country in transition, with high unemployment rate, where criteria for achieving JS might be lower.

The results of the research conducted within hotels of Kopaonik indicate that there is a correlation between CSR and the employees' OT/JS, which is in line with previous researches regarding this topic conducted in other sectors and countries (Smith et al., 2001; Vlachos et al., 2010). This means that the manner of hotels' attitudes towards the entire community, could affect the level of employees' confidence in business environment, which could also influence the level of their JS. Decomposition of CSR to philanthropic, legal, economic and ethical dimension points to the highest correlation of Legal and Economic factors with OT/JS, while correlation between Ethical factor and OT/JS is not statistically significant. This means that the employees within hotels of Kopaonik are often ready to endure unethical behaviour in order to provide economic security and legal protection within the work place. Also, there is a predominant difficult situation in Serbia regarding the employment opportunities, so those who get the opportunity to work try to keep the job as long as possible. They might be ready to tolerate complicated requests and behaviour of guests in order to provide economic security for themselves.

According to the results, SO correlates with OT/JS and this is in line with previous researches (Chen & Indartono, 2011; Cho & Park, 2011). The employees who are satisfied with the job will be more committed to meeting the customers' needs. SO also correlates with Philanthropic, Legal and Economic aspects of CSR, while it could be said that it correlates with the Ethical CSR dimension, but indirectly. Thus, a protectionist attitude of the hotel towards the local community or the society as a whole, could affect employees' satisfaction, as well as their motivation for considering the guests' needs. Although direct correlation is not observed, it could be said that the Ethical factor correlates with SO in indirect manner. Ethical factor is positively correlated with the Philanthropic CSR factor, which further correlates with SO. Therefore, according to the results, an adequate attitude of the hotel towards the community might provide better working and living conditions for the employees. Also, the attitude and behaviour of guests could be shaped by hotel's philanthropic manners towards the society, watching the employees as important part of it.

The survey results suggest that female respondents, as well as those who are employed during the year, are more sensitive in the perception of the Ethical CSR dimension. This indicates that permanent employees are more sensitive to the ethical dimension of guests' behaviour and working conditions within the mountain. On the other hand, seasonal workers can tolerate harsh conditions of life and work on the mountain, as well as unethical behaviour of guests, given that they know they will remain on a certain working position for the maximum of four months. These results are consistent with the results which suggest that there might be differences in perception of CSR based on the length of work engagement (Amran & Nejati, 2014; Kucukusta et al., 2013).

The results show that SO is equally represented within those who work in hotels at Kopaonik throughout the year and during the season, which is opposite to the research conducted by Kim et al. (2005). This could be explained by adequate and careful selection of employees during the recruitment for each season, but also by the effort of employees to perform well in front of the guests and employers, in order to gain a reference for further career development (regardless the field of their education). However, slightly higher SO of female employees compared to male ones is recorded which is consistent with previous studies (Bhagat & Williams, 2008; Mathies & Burford, 2011) and this indicates that women are more committed to the achievement of good interpersonal relations, in this case with customers. This could be important information for management of hotels located at Kopaonik, together with other results of the study, in order to improve relations with employees, provide the business success and improve the image of Kopaonik as popular tourism destination.

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## **ДРУШТВЕНО ОДГОВОРНО ПОСЛОВАЊЕ И УСЛУЖНА ОРИЈЕНТАЦИЈА ЗАПОСЛЕНИХ У ХОТЕЛИМА**

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### **Резиме**

Друштвена одговорност представља аспект који организације све чешће укључују у своје пословање ради побољшања пословних перформанси. За разлику од испитивања друштвене одговорности из угла посматрања корисника, ово истраживање испитује однос запослених у хотелима, као интерних корисника, према друштвено одговорном пословању (ДОП-у). Други аспект пословања који је испитан у оквиру ове студије јесте услужна оријентација (УО), услед чињенице да гости постају све захтевнији у погледу задовољавања својих потреба. Важан фактор квалитета услуге представљају сами запослени, нарочито они који су у непосредном контакту са гостима. Интеракција запослених са гостима је важна, с обзиром на то да на основу квалитета ове интеракције гости формирају мишљење о одређеном хотелу и често на основу тога одлучују да ли ће се вратити. Поред УО, као и већ поменутог ДОП-а, истраживање спроведено на Копаонику обухватило је и организационо поверење (ОП) и задовољство послом (ЗП) запослених.

Резултати факторске анализе указују на четири издвојена фактора ДОП-а: Филантропски, Правни, Економски и Етички аспект друштвене одговорности. Поред фактора који се односе на ДОП, факторска анализа је резултирала у још два фактора, означена као ОП/ЗП и УО.

Резултати истраживања у хотелима Копаоника указују на то да постоји корелација између ДОП-а и ОП/ЗП. Уколико се ДОП разложи на Филантропску, Правну, Економску и Етичку димензију, може се запазити да Правни и Економски фактор највише корелирају са ОП/ЗП, док корелација забележена између Етичког фактора и ОП/ЗП није статистички значајна. Према резултатима истраживања, забележена је и корелација између УО и ОП/ЗП. УО такође корелира са Филантропском, Правном и Економском димензијом ДОП-а, док би се могло рећи да на индиректан начин корелира са Етичком димензијом друштвене одговорности, јер је Етички фактор у корелацији са Филантропским фактором ДОП-а, који даље корелира са УО-ом.

Хотелијерство представља сектор пословања који одликује разноврсна структура радних позиција, због чега представља сектор у склопу ког и мушкарци и жене могу пронаћи посао. Такође, потребно је осврнути се и на сезоналност, као још једну од карактеристика хотелијерског пословања. Тако ре-

зултати овог истраживања указују на то да су испитаници женског пола, као и они који су у хотелу запослени током целе године, осетљивији у перципирању Етичке димензије ДОП-а. Резултати истраживања такође показују да је УО подједнако заступљена и код оних који у хотелима раде током целе године, али и код сезонских радника. Ипак, запажена је нешто већа УО запослених женског пола у односу на запослене мушког пола.

На крају, може се увидети међусобна повезаност основних појмова овог истраживања, па ниједна од наведених ставки не би требало да буде занемарена у пословању хотела који се налазе на Копаонику, познатој туристичкој дестинацији Србије.