Review of the Effect of Corporate Social Responsibility on Organizational Trust, Job Satisfaction and Customer-Orientation (Case Study: Private Hospitals of the City Ahvaz)

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Abstract
Given today's changing and competitive conditions, service and industrial organizations require change and development in proportion with the advancement and development. The status of some of them is very special and sensitive such as hospitals due to the importance, variety and type of the services they provide and the population they cover and the importance of health care services and its impact of the health of the population. Corporate social responsibility (CSR) is a sensitive issue and has been the center of attention in the recent years and it is considered as the basic factor of the survival of any organization. Excellent organizations, as responding organizations, shall be committed to social responsibility and show it through their values in order to achieve clarity and to respond to their beneficiaries regarding their performance and they should make sure that these commitments are present in the entire organization. Given the mentioned issues, this research is attempting to review the issue of how corporate social responsibility affects organizational trust, job satisfaction and customer-orientation of the employees of private hospitals of the city Ahvaz? The statistical population of the research includes the employees of the private hospitals of the city Ahvaz. The sampling method of the present research was simple random sampling method and the estimated sample volume was equal to 326 employees. In this research, in order to analyze the data, the descriptive and inferential statistics have been used in the environment of SPSS (22.0) and LISREL(8.8) software. Given the results obtained from the data analysis, which confirms all of the research hypotheses, it can be said that social responsibility has a positive impact on the performance of the organization.

Keywords: Corporate Social Responsibility, Organizational Trust, Job Satisfaction, Customer-Orientation.
Introduction

Given today's changing and competitive conditions, service and industrial organizations require change and development in proportion with the advancement and development. The status of some of them is very special and sensitive such as hospitals due to the importance, variety and type of the services they provide and the population they cover and the importance of health care services and its impact of the health of the population (Darami, et al. 2012). Development and management of relationship with customer are important and basic factors for succeeding in service marketing and having a positive interaction with employees who are customer-oriented helps creating a positive relationship with the customer and gets the economic lever higher (Hun and Kong, 2012: 772).

The wonderful success of the recent decades of those organizations with minimum financial capability on one hand and failure of organizations with the best financial capabilities on the other hand are indicative of the considerable role of nonfinancial and spiritual factors in the growth of the organizations (RoohiAzizi, et al, 2003). Corporate social responsibility is going further than the minimum of legal requirements in which the organization is active. In fact, companies’ social responsibility is an excellent approach to business which considers the social effect of an organization on the society whether national or international and its main purpose is gathering all sections together including governmental, private sections and volunteers for them to cooperate so that it would lead to alignment of economic benefits with the environment on one hand and success, growth and sustainability on the other one (Moshabaki and Khalili Shojaeie, 2010).

In service organizations, the quality of services is one of the most important factors in order to keep the customers and attract new ones. In fact, in service organizations, resources are competitive advantage, quality of services and the human force providing that service. Therefore, in order to have the quality of superior services and ultimately satisfaction of external customers, we shall have employees (internal customers) who are committed to the purposes and perspectives of the company and we should have customer-oriented behaviors. Business units which are active in chaotic environments face quick changes in the needs and preferences of customers and their unpredicted demands and requirements. Therefore, due to the evolving needs and expectations of the customers, they need to be customer-oriented more than ever. Today's potential customers can be the future customers and the thing that they want today and also the thing that they will want in the future, what they perceive today and also what might satisfy their needs in the future shall be accurately understood by the organization (Narver and Slater, 1990). Employees of the organization have the basic role as the internal customers of the organization. Thus, attraction, development, incentive and quantitative and qualitative promotion of capabilities, creation of values, constant improvement of the services and increasing the level of the quality of the work as a product and their participation in doing the processes with the help of management guide the organization in the respect of providing the level of high quality of the products and services which will therefore lead to the increase of the level of satisfaction among external customers of the organization (Abasi, 2011). Given the mentioned issues, this research is attempting to review the issue of how corporate social responsibility affects organizational
trust, job satisfaction and customer-orientation of the employees of private hospitals of the city Ahvaz? Given what was said, in the next sections of the article, we review the importance of the issue, research background, objectives and hypotheses of the research, research method, sample and sampling method, findings, analyses of the hypotheses, discussion and conclusion and recommendations.

In the recent decade, businesses shall understand and satisfy the needs of the consumers in order to succeed in the environment of this market with this high level of competition (Kordnaeech, 2007: 153-154). It has been clearly specified that successful organizations in this environment require the culture of customer-oriented business so that they would be able to predict the needs of the consumers before the competitors and provide goods and services with more value to customers (Tajeddinia and Truemanc, 2012: 1121).

Generally, there are three approaches to the concept of corporate social responsibilities:
The first approach has its origin in the economic classical theories. According to this notion, the company has only and only one objective and that is maximizing the profit and consequently maximizing the wealth of the shareholders. Of course, this issue is accepted and supported as long as it is in the respect of making efforts to reach the goal, and a legal and moral framework (Ansari, 2012).

The second approach has been presented in 1970s and according to that social objectives are considered in association with maximizing the profit. According to this approach, the managers of the companies shall make decisions that would make a balance between the rights of the shareholders, employees, customers, providers of the goods and services and the public. Therefore, a coalition and continuity shall be created between numerous considerations and benefits and this coalition is the only way for the company to make sure it can reach the purpose of maximizing the profit in the long run (Poorali and Hejami, 2014).

According to the third approach, profit is not the end of the purposes of the institute and executive managers of the companies face the problem of the demands of the employees regarding increasing their salary, necessity of executing development projects, customer demanding lower prices and increase of the quality of products, more profits for the shareholders, etc. after achieving the profit. In this case, organizational decision makings shall be after achieving a proper level through which profit is achieved and a desirable level of social attempts is provided instead of making efforts in the respect of maximizing the profit. The shift from the second approach to third approach to the social responsibility of business institutes is based on the benefits of the shareholders as a wider concept. It means that in the second approach, the criterion was creating profit for the shareholders, which was related to the other rights of the interested groups including customers, employees, etc. whereas the third approach puts emphasis on the fact that business institutes have responsibilities regarding the beneficiaries and damage is only considered as one of the outcomes of their activities and organizational decisions shall be made according to that kind of strategies which create more responsibility in the society (Ansari, 2012). Lee, et al., (2013) reviewed the effect of corporate social responsibility on organizational trust, job satisfaction and customer-orientation. The results are
indicative of the positive impact of employees' job satisfaction on their customer-oriented behaviors. Kang and Hyun conducted a research called "effective communication styles for customer-oriented service employees: it stimulates selfless behaviors in the customers of elegant restaurants" in the elegant restaurants of the USA and found out that five types of communication styles (conservative, friendly, releasing emotions, kind and calm-minded) have positive impacts on the customer-orientation of service employees, but the aggressive style has a negative impact on customer-orientation of service employees. Also, customer-orientation of service employees has a positive impact on defensive behaviors and it increases cooperation and it stimulates these behaviors in the customers.

Hawk conducted a research called the effect of customer-orientation on the relationships of consumers in the services of Pakistan's cell phone communications in the field of telecommunications and found out that customer-orientation has a positive impact on satisfaction, commitment and trust. Trust also has a slight impact on continuity behavior, but apparently satisfaction has an impact on the continuity behavior; however given the analyses, satisfaction has a slight negative impact on continuity behavior.

Horpou, et al., (2008) found out that repetitive experience of satisfaction in the online environment is considered as a main determinative for organizational trust. Liu, et al., (2010) showed that satisfaction is positively effective for creating trust in the online environment but some others express that trust is superior to satisfaction. They showed that various factors lead to creation of trust in individuals; therefore, it is creation of trust that can be very effective on the quality of people’s experiences in the organization (satisfaction).

Abasi, et al. conducted a research in 2011 called "effect of internal marketing on customer-orientation in the insurance industry throughout the city Tehran) and found out that there is a relationship between employees' job satisfaction and their customer-orientation and also job satisfaction in an intermediate in the relationship between customer-orientation and internal marketing.

Roshan and Hassanzadeh (2013) have reviewed economic, legal, moral and humanitarian dimensions of social responsibility on the consequence of the behavior of the employees of governmental banks and they have tested their impacts on the quality of organizational relationship by presenting a model. The obtained findings show that employees' understanding of their corporate social responsibility positively affects the quality of their relationship. The economic and humanitarian dimensions have positive effect on organizational trust and moral dimension has an impact on job satisfaction. Also, among the two dimensions of the quality of the relationship, while organizational trust shows a positive impact on organizational commitment, it has a negative impact on the cautious tendency of employees on leaving the organization. And ultimately, the job satisfaction dimension has a positive impact on organizational commitment but it doesn't have an impact on the employees' tendency to leave their organization.

According to the study of ShayanJahromi, et al., (2009) called "relationship between organizational justice and organizational commitment and job satisfaction among teachers of
special schools of the Bandar Abas city”, by asking questions of a 100-person sample of the teachers of the special schools, in a correlation and descriptive study, a positive and significant relationship between variables of organizational justice and organizational commitment.

Primary objectives
1. Reviewing and expressing the impact of corporate social responsibility of employees' organizational trust.
2. Reviewing and expressing the impact of organizational trust on employees' job satisfaction.
3. Reviewing and expressing the impact of job satisfaction on employees’ customer-orientation.

Secondary objectives
1. Reviewing and expressing the impact of the economic dimension of corporate social responsibility on organizational trust.
2. Reviewing and expressing the impact of the legal dimension of corporate social responsibility on organizational trust.
3. Reviewing and expressing the impact of the humanitarian dimension of corporate social responsibility on organizational trust.
4. Reviewing and expressing the impact of the moral dimension of corporate social responsibility on organizational trust.
5. Reviewing and expressing the impact of the complementary and additional dimension of corporate social responsibility on organizational trust.

Primary hypotheses
1- Corporate social responsibility has a positive and significant impact on employees' organizational trust.
2- Organizational trust has a positive and significant impact on employees' job satisfaction.
3- Job satisfaction has a positive and significant impact on employees’ customer-orientation.

Secondary hypotheses
1- Economic dimension of corporate social responsibility a positive and significant impact on organizational trust,
2- Legal dimension of corporate social responsibility a positive and significant impact on organizational trust.
3- Humanitarian dimension of corporate social responsibility a positive and significant impact on organizational trust.
4- Moral dimension of corporate social responsibility a positive and significant impact on organizational trust.
5- Complementary and additional dimension of corporate social responsibility a positive and significant impact on organizational trust.
Given the mentioned issues and research hypotheses are presented in the conceptual model of the research as figure (1):

![Conceptual Model of the Research](image)

**Figure (1): conceptual model of the research extracted from Lee et al. (2013)**

**Research method:**

The present research is an applied research in terms of purpose and in terms of the data collection method, the present research is of the descriptive type and since the relationship between the research variables have been reviewed, among the various methods for descriptive researches, the method of this research is a descriptive – correlation research. This research is a quantitative research.

In the present research, given the specifications of the research variables, a questionnaire has been used; but due to the need for face-to-face visits, observation and in some cases interview might have been used for secondary findings. In order to measure the variables of corporate social responsibility, trust and job satisfaction, the questionnaire of Lee, et al., (2013) has been used and the questionnaire presented by Fu, et al., (2013) has been used for measuring the customer-orientation variable. Secondary information and data include items which are available in the previous studies and researches done by researchers and experts in the field of study in libraries, databases and information, etc. in the form of articles, books, dissertations and bulletins, etc. in this research, this type of information and data is also used for making the content of the research deep and being aware of the results of the previous researches.

The statistical population includes the employees of the private hospitals of the city Ahvaz. Since the census of the studied population requires so much time and costs a lot, sampling has been used in order to collect information. The sampling method of the present method is a simple random sampling method and includes all of the employees of the private hospitals of the city Ahvaz. In order to determine the sample volume, given the limitedness of the volume of the
society, the Cochran's formula was used and a number of 323 employees were selected as the sample.

**Sample and sampling method**

Conducting any research requires spending a lot of time and money and that is why there is not the possibility of completely reviewing the population (statistical population) as census. Therefore, selecting the sample and sampling method are necessary for the research so that the information obtained from the analysis of the data of the statistical sample can be extended to the society. Sampling has various types. Sampling methods are divided into two main types: probability sampling and non-probability sampling. Types of probability types include simple random sampling, systemized sampling, class random sampling and clustering sampling. In cases where using probability sampling methods are not practical or necessary, the non-probability methods are used. Non-probability methods are used when the framework of sampling is not available or the dispersion of the population is way high or due to any other reason, the limitations on the way of the researchers make probability sampling impossible. Random, judgment, quota, chain, regional and multi-degree sampling are some of the non-probability sampling methods (Venus, et al., 2009:102-105).

The method used in this research is the simple random method. Given that the estimated number of the employees of the private hospitals of the city Ahvaz is 2000 persons, in order to determine the sample volume, given the limitedness of the volume of the population, the following formula is used:

\[
1. \quad n = \frac{p(1-p)NZ^2\varepsilon^2}{\varepsilon^2(N-1)+p(P-1)Z^2\varepsilon^2} = \frac{0.5\times0.5\times2000(1.96)^2}{(0.5)^2(2000-1)+0.5(0.5)(1.96)^2} = 323
\]

\[Z_{\alpha/2} = 1.96\]

\[n = \text{volume or size of the sample}\]

\[P = \text{probability rate of the items that respond positively to questions regarding the considered variable.}\]

\[(P-1) = \text{probability rate of the items that don't respond positively to questions regarding the considered variable.}\]

\[\varepsilon = \text{rate of probable accuracy or scope of acceptable error in selecting the sample.}\]

In order to analyze the data, the descriptive and inferential statistics have been used in the environment of SPSS(22.0) and LISREL(8.8) software. Descriptive statistics include percentages, mean, standard deviation, variance, etc. and inferential statistics include data normality test, t-test for independent groups, correlation test, confirmatory factor analysis and structural equations model (SEM) for testing the hypotheses.

In this research, the validity of the content was confirmed by the guidance professor and other professors given the reviews and also the researcher has reviewed the validity of the measurement tools by referring to the articles which had used this questionnaire or similar questionnaires.
In the present research, the Cronbach's alpha has always been used to measure the reliability of the questionnaire (according to table 1).

Table (1) – results of Cronbach's alpha for each of the research items

<table>
<thead>
<tr>
<th>Row</th>
<th>Name of the variable</th>
<th>Cronbach's alpha</th>
<th>Number of samples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Social responsibility</td>
<td>0.893</td>
<td>31</td>
</tr>
<tr>
<td>2</td>
<td>Organizational trust</td>
<td>0.728</td>
<td>31</td>
</tr>
<tr>
<td>3</td>
<td>Job satisfaction</td>
<td>0.716</td>
<td>31</td>
</tr>
<tr>
<td>4</td>
<td>Customer-orientation</td>
<td>0.869</td>
<td>31</td>
</tr>
<tr>
<td>5</td>
<td>Total reliability</td>
<td>0.872</td>
<td>31</td>
</tr>
</tbody>
</table>

Findings

In this section, the data obtained from this research has been analyzed by using SPSS (22) and LISREL (8.8) software and the research report is provided in the frame of descriptive and inferential analyses. Given the results, it was observed that among the respondents the maximum frequency is associated with the persons of 26-35 year old with 37.6%. 79.4% of this population is formed of men and 20.6% of women. 46.3% of the respondents have a BA which has the highest frequency among other academic degrees and employees with 10 to 20 years of activity have the highest percentage of frequency (36.7%) among the respondents. The results show that standard error of data's skewness and kurtosis coefficients between -2 and +2; thus the distribution is normal (Momeni, 2008: 32-34).

Table (2) – t-test for research variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>T</th>
<th>Df</th>
<th>Sig. (2-tailed)</th>
<th>Mean of differences</th>
<th>95% confidence distance for difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>High limit</td>
</tr>
<tr>
<td>Organizational trust</td>
<td>18.326</td>
<td>310</td>
<td>0.000</td>
<td>0.93810</td>
<td>1.0388</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>22.277</td>
<td>310</td>
<td>0.000</td>
<td>0.94855</td>
<td>1.0323</td>
</tr>
<tr>
<td>Customer-orientation</td>
<td>37.907</td>
<td>310</td>
<td>0.000</td>
<td>1.09686</td>
<td>1.1538</td>
</tr>
<tr>
<td>Corporate social</td>
<td>23.832</td>
<td>310</td>
<td>0.000</td>
<td>0.96426</td>
<td>1.0439</td>
</tr>
</tbody>
</table>
Given the above table, the rate of sig for all of the variables is less than 5 percent which is why the $H_0$ is rejected which the claim of the mean is being equal to 3. Given the rate of low and high limits, it can be said that since the rates of low and high limits are positive for all of the research variables, it shows that the mean of the variables is higher than the tested rate and these variable are desirable in the population.

Table 3 – results of the Pearson correlation test for the primary hypotheses

<table>
<thead>
<tr>
<th>Row</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>Error level</th>
<th>Significance level</th>
<th>Correlation coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Corporate social responsibility</td>
<td>Organizational trust</td>
<td>0.05</td>
<td>0.000</td>
<td>0.778</td>
</tr>
<tr>
<td>2</td>
<td>Organizational trust</td>
<td>Job satisfaction</td>
<td>0.05</td>
<td>0.000</td>
<td>0.799</td>
</tr>
<tr>
<td>3</td>
<td>Job satisfaction</td>
<td>Customer-orientation</td>
<td>0.05</td>
<td>0.000</td>
<td>0.634</td>
</tr>
</tbody>
</table>

Table 4 – Pearson correlation test for secondary hypotheses

<table>
<thead>
<tr>
<th>Row</th>
<th>Independent variable</th>
<th>Dependent variable</th>
<th>Error level</th>
<th>Significance level</th>
<th>Correlation coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Economic dimension</td>
<td>Organization trust</td>
<td>0.05</td>
<td>0.000</td>
<td>0.579</td>
</tr>
<tr>
<td>2</td>
<td>Legal dimension</td>
<td>Organization trust</td>
<td>0.05</td>
<td>0.000</td>
<td>0.609</td>
</tr>
<tr>
<td>3</td>
<td>Humanitarian dimension</td>
<td>Organization trust</td>
<td>0.05</td>
<td>0.000</td>
<td>0.695</td>
</tr>
<tr>
<td>4</td>
<td>Moral dimension</td>
<td>Organization trust</td>
<td>0.05</td>
<td>0.000</td>
<td>0.622</td>
</tr>
<tr>
<td>5</td>
<td>Additional dimension</td>
<td>Organization trust</td>
<td>0.05</td>
<td>0.000</td>
<td>0.787</td>
</tr>
</tbody>
</table>

Given the results, it is observed that the $H_0$ indicating all of the items not being correlated has been rejected which is indicative of the direct and considerable relations of the independent and dependent variables. Given the obtained rates, it can be said that there is a positive and significant relationship between the dependent and independent variables in all relationships and by considering the fact that these rates are close to 1, the correlation between the considered variables are intense and considerable; in such a way that creation of a change in each of the variables leads to creation of many changes in the variable associated with that.
Graph (1) – model of confirmatory factor analysis in the standard mode for the research variables

Graph (2) – model of confirmatory factor analysis in the significance model for research variables
Table (4) – results of the goodness of the fitting

<table>
<thead>
<tr>
<th>Name of the index</th>
<th>Rate of the index</th>
<th>Permitted rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodness of fitting index (GFI)</td>
<td>0.90</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Reformed goodness of fitting index (AGFI)</td>
<td>0.82</td>
<td>Close to 1</td>
</tr>
<tr>
<td>Bentler – Bont normalized fitting index (NFI)</td>
<td>0.98</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Relative fitting index (RFI)</td>
<td>0.96</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Increased fitting index (IFI)</td>
<td>0.98</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Tucker – Lewis index (TLI) or non-normalized fitting index (NNFI)</td>
<td>0.97</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Root of mean of the squares of residuals (RMR)</td>
<td>0.047</td>
<td>Close to 0</td>
</tr>
<tr>
<td>Compatible fitting index (CFI)</td>
<td>0.98</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Providential normalized fitting index (PNFI)</td>
<td>0.57</td>
<td>&gt; 0.6</td>
</tr>
</tbody>
</table>

Graph (3) – structural equations model in the mode of number of significance for primary hypotheses

Given the RMSEA index, it is seen that the model has a fairly good fitting for reviewing the hypotheses.
Graph (4) – structural equations model in the standard mode for primary hypotheses

Table (5) – results of the goodness of fitting

<table>
<thead>
<tr>
<th>Name of the index</th>
<th>Rate of the index</th>
<th>Permitted rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodness of fitting index (GFI)</td>
<td>0.89</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Reformed goodness of fitting index (AGFI)</td>
<td>0.82</td>
<td>Close to 1</td>
</tr>
<tr>
<td>Bentler – Bont normalized fitting index (NFI)</td>
<td>0.97</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Relative fitting index (RFI)</td>
<td>0.96</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Increased fitting index (IFI)</td>
<td>0.97</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Tucker – Lewis index (TLI) or non-normalized fitting index (NNFI)</td>
<td>0.97</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Root of mean of the squares of residuals (RMR)</td>
<td>0.045</td>
<td>Close to 0</td>
</tr>
<tr>
<td>Compatible fitting index (CFI)</td>
<td>0.98</td>
<td>&gt; 0.9</td>
</tr>
<tr>
<td>Providential normalized fitting index (PNFI)</td>
<td>0.63</td>
<td>&gt; 0.6</td>
</tr>
</tbody>
</table>

Given that the rate of \( \text{df}/X^2 \) for the structural equations model is 2.92, which is a number between 1 and 3, and the rate of RMSEA that is equal to 0.079, it can be said that the model has good fitting in such way that the research hypotheses can be analyzed and reviewed by referring to it.
Table (6) – results of the regression test for the secondary hypotheses

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Predict variable</th>
<th>Variable coefficient in the equation (B)</th>
<th>T</th>
<th>BE TA</th>
<th>Standard error (SE)</th>
<th>Significance level (Sig)</th>
<th>Correlation Coefficient (R)</th>
<th>Determination coefficient (R2)</th>
<th>Moderated determination coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Economic dimension</td>
<td>0.669</td>
<td>12.497</td>
<td>0.579</td>
<td>0.054 .000</td>
<td>0.579</td>
<td>0.336</td>
<td>0.334</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Legal dimension</td>
<td>0.729</td>
<td>13.497</td>
<td>0.609</td>
<td>0.054 .000</td>
<td>0.609</td>
<td>0.371</td>
<td>0.369</td>
<td></td>
</tr>
<tr>
<td>Organizational trust</td>
<td>Humanitarian dimension</td>
<td>0.643</td>
<td>16.983</td>
<td>0.695</td>
<td>0.038 .000</td>
<td>0.695</td>
<td>0.483</td>
<td>0.481</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moral dimension</td>
<td>0.676</td>
<td>13.953</td>
<td>0.622</td>
<td>0.048 .000</td>
<td>0.622</td>
<td>0.387</td>
<td>0.385</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Additional dimension</td>
<td>0.837</td>
<td>22.443</td>
<td>0.787</td>
<td>0.037 .000</td>
<td>0.787</td>
<td>0.620</td>
<td>0.619</td>
<td></td>
</tr>
</tbody>
</table>

Given the table above, the rate of sig for all of the mentioned hypotheses is less than the error level (0.05). Therefore, the $H_0$ indicating of the ineffectiveness of the predictor variables on dependent variables is rejected. Thus, it can be concluded that for all items, the independent variable has an impact on the dependent variable.

**Analysis of the primary hypotheses**

First hypothesis: corporate social responsibility has a positive and significant impact on employees' organizational trust.

The significance number for this hypothesis is 14.38. Given that this number is not between -1.96 and 1.96, it can be concluded that this hypothesis has been confirmed; in other words, corporate social responsibility has a positive and significant impact on employees' organizational trust.

Second hypothesis: Organizational trust has a positive and significant impact on employees' job satisfaction.
The significance number for this hypothesis is 13.26. Given that this number is not between -1.96 and 1.96, it can be concluded that this hypothesis has been confirmed; in other words, organizational trust has a positive and significant impact on employees' job satisfaction.

Third hypothesis: Job satisfaction has a positive and significant impact on employees' customer-orientation.

The significance number for this hypothesis is 13.26. Given that this number is not between -1.96 and 1.96, it can be concluded that this hypothesis has been confirmed; in other words, job satisfaction has a positive and significant impact on employees' customer-orientation.

Analysis of secondary hypotheses

First hypothesis: Economic dimension of corporate social responsibility a positive and significant impact on organizational trust.
Correlation coefficient and B coefficient of the regression test for this hypothesis are therefore equal to 0.579 and 0.669 which shows the positive and significant impact of the economic dimension of corporate social responsibility on organizational trust.

Second hypothesis: Legal dimension of corporate social responsibility a positive and significant impact on organizational trust.
Correlation coefficient and B coefficient of the regression test for this hypothesis are therefore equal to 0.609 and 0.729 which shows the positive and significant impact of the legal dimension of corporate social responsibility on organizational trust.

Third hypothesis: Humanitarian dimension of corporate social responsibility a positive and significant impact on organizational trust.
Correlation coefficient and B coefficient of the regression test for this hypothesis are therefore equal to 0.579 and 0.669 which shows the positive and significant impact of the humanitarian dimension of corporate social responsibility on organizational trust.

Fourth dimension: Moral dimension of corporate social responsibility a positive and significant impact on organizational trust.
Correlation coefficient and B coefficient of the regression test for this hypothesis are therefore equal to 0.622 and 0.676 which shows the positive and significant impact of the economic dimension of corporate social responsibility on organizational trust.

Fifth dimension: Complementary and additional dimension of corporate social responsibility a positive and significant impact on organizational trust.
Correlation coefficient and B coefficient of the regression test for this hypothesis are therefore equal to 0.787 and 0.837 which shows the positive and significant impact of the economic dimension of corporate social responsibility on organizational trust.

Discussion and conclusion

In this research 6 hypotheses are reviewed the results obtained from which are as follows.
The results showed that the first hypothesis has been confirmed. In other words, corporate social responsibility has a positive and significant impact on employees' organizational trust. The results obtained from this hypothesis are compatible with the results of the researches of Lee, et
In relation with the second hypothesis, it can also be concluded that this hypothesis has been confirmed; in other words, organizational trust has a positive and significant impact on job satisfaction. The results obtained from reviewing this hypothesis complies with the results of the researches of Yoosefi, et al. (2005), Zalabak, et al. (2000), Horpa, et al. (2008) and Gastafson, et al. (2005). The third research hypothesis has been confirmed; in other words, job satisfaction has a positive and significant impact on customer-orientation. The results obtained from reviewing this hypothesis are compatible with the results of the researches of Bansal, et al. (2001), Kong and Hayan (2012), Petty Johan, et al. (2007), Danon, et al. (2004) and Abasi, et al. (2011).

Correlation coefficient and B coefficient of the regression test for the first secondary hypothesis are therefore equal to 0.579 and 0.669 which shows the positive and significant impact of the economic dimension of corporate social responsibility on organizational trust. The results obtained from reviewing this hypothesis are compatible with the results of the researches of Lee, et al. (2013), Velachus, et al. (2007), Leo and Bahatacharpa (2006) and Roshan and Hassanzadeh (2013).

Correlation coefficient and B coefficient of the regression test for the second secondary hypothesis are therefore equal to 0.609 and 0.729 which shows the positive and significant impact of the legal dimension of corporate social responsibility on organizational trust. The results obtained from reviewing this hypothesis are compatible with the results of the researches of Lee, et al. (2013), Velachus, et al. (2007), Leo and Bahatacharpa (2006) and Roshan and Hassanzadeh (2013).

Correlation coefficient and B coefficient of the regression test for the third secondary hypothesis are therefore equal to 0.579 and 0.669 which shows the positive and significant impact of the humanitarian dimension of corporate social responsibility on organizational trust. The results obtained from reviewing this hypothesis are compatible with the results of the researches of Lee, et al. (2013), Velachus, et al. (2007), Leo and Bahatacharpa (2006) and Roshan and Hassanzadeh (2013).

Correlation coefficient and B coefficient of the regression test for the fourth hypothesis are therefore equal to 0.622 and 0.676 which shows the positive and significant impact of the economic dimension of corporate social responsibility on organizational trust. The results obtained from reviewing this hypothesis are compatible with the results of the researches of Lee, et al. (2013), Velachus, et al. (2007), Leo and Bahatacharpa (2006) and Roshan and Hassanzadeh (2013).

Correlation coefficient and B coefficient of the regression test for the fifth hypothesis are therefore equal to 0.787 and 0.837 which shows the positive and significant impact of the economic dimension of corporate social responsibility on organizational trust. The results obtained from reviewing this hypothesis are compatible with the results of the researches of Lee, et al. (2013), Velachus, et al. (2007), Leo and Bahatacharpa (2006) and Roshan and Hassanzadeh (2013).
Recommendations

- Organizations shall follow the laws associated with employment, be committed to the legal contract associated with business and set accurate rules and methods associated with treating patients because all of the items above leads to the increase and improvement of corporate social responsibility.

- Hospitals can help create a better society by increasing voluntary activities, respecting the norms and values of the society, considering ethical criteria, helping patients in need and providing practical programs for issues and problems associated with the patients and the persons accompanying them and increase the common sense of accepting social responsibility.

- Hospitals shall make efforts to improve corporate social responsibility, design and execute long-term strategies for economic growth, attempt to increase employees' effectiveness and try to reduce the operational costs.

- It is necessary to use the employees' participation instead of setting predetermined organizational rules and regulations and without considering the employees' opinions and without their intervention and the managers shall understand the importance of authorities paying attention to the health of the employees, members of the society, environment and the given responsibilities in the stage of organizational policy making and teach this to the employees as well in order for this to be embedded in organizational culture. According to the opinion of the experts, it can be expected from the employees to behave as a responsible employee without them going through some education.

- The quality of the relationship with the employees is grown to some extent through involving them in various dimensions of social responsibility and social responsibility can be institutionalized in the organization. In practice, if it is observed that an organization does not make a relationship with its employees effectively and it does not inform its employees of its social activities, it is recommended to keep its employees' information up to date so that an effective relationship between them would be possible.

- In order to increase employees' trust and ultimately their job satisfaction, the organization shall create an honest and elicit connection with all of its employees, treat the employees fairly and well and also give them the information and other things they need.

- Preparing special entertainment programs for creating face-to-face interaction with the employees in order to improve the confidence of giving authority to employees in the field of making proper decisions and educating and reinforcing them.

- Organizational structure in today's changing environment shall be organic and flexible so that it would have the ability to adapt to the environmental conditions.

- Identifying the issues and difficulties of the employees and paying attention to them leads to the creation of the feeling of belonging in the employees.

- It is necessary for the employees to be encouraged and supported in order to make their talents active.

- Managers increase the skills of the employees by providing various educations for them and make them improve their views which lead to the development of the quality of the services and therefore make the customers satisfied.
- It is recommended to the employees to treat the patients and the visitors gently while providing services, put on a smile while approaching them and be efficiently fast while meeting their needs.

- If the organizations are able to become friendly with customers and listen to their requests, an emotional link would be created between them and the customers which will lead to them enjoying this relationship.
References


