

# **EMPLOYEES' PERCEPTIONS OF CORPORATE SOCIAL RESPONSIBILITY, TOP MANAGEMENT SUPPORT FOR QUALITY, AND CUSTOMER INVOLVEMENT**

*David Hollingworth, Nistler College of Business and Public Administration, University of North Dakota, Gamble Hall Room 330M, 293 Centennial Drive Stop 8377, Grand Forks, ND 58202-8377, 701-777-2639, david.hollingworth@und.ed*

*Sean Valentine, Nistler College of Business and Public Administration, University of North Dakota, Gamble Hall Room 330, 293 Centennial Drive Stop 8377, Grand Forks, ND 58202-8377, 701.777.3632, sean.valentine@und.edu*

## **ABSTRACT**

This study seeks to broaden the discussion of micro corporate social responsibility (CSR) through an interdisciplinary approach that integrates multiple literatures (micro CSR, consumer marketing, operations/quality management). It identifies questions that exist at the intersection of multiple disciplines that would not be likely be considered in any one discipline. We investigate, at the micro-level, how employee perceptions of CSR and top management support for quality (TMSQ) operate together to influence customer involvement (CI). Our view of CI from at the micro level, as well as from the supplier firm's perspective, rather than the customer's perspective (as has been done in some consumer marketing studies), is also novel. The study draws upon the multiple-motives deonance theoretical perspective proposed by Rupp et al. (2006), and further developed by Rupp et al. (2013) and Glavas and Kelley (2014).

Analysis of data collected from 187 employees located at multiple sites of a financial services firm located primarily in the upper-Midwest region of the United States is used to test proposed hypotheses. Results indicate that 1) perceived CSR is positively related to employee perceptions of TMSQ, 2) TMSQ is positively related to employee perceptions of CI, and 3) perceived CSR is positively related to CI directly and indirectly through perceived TMSQ, indicating a partially mediated relationship. Implications for research and practice are discussed.

Keywords: corporate social responsibility, quality management, customer involvement, deonance theory.