

Job Satisfaction and Customer-Oriented Behavior: The Roles of Employee Engagement and Organizational Culture in Afghanistan Oil and Gas Corporation (AOGC)

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ABSTRACT

This study investigates the impact of job satisfaction on customer-oriented behaviour, with employee engagement serving as a mediator and organizational culture acting as a moderator, among employees of the Afghanistan Oil and Gas Corporation (AOGC). Job Demands–Resources (JD-R) Theory, the study examines how employee attitudes and organizational factors jointly influence customer-focused behaviour. Data were collected from 265 employees using a structured questionnaire and analysed through regression analysis and Hayes’ PROCESS Macro. The results indicate that job satisfaction has a significant positive effect on customer-oriented behaviour ($\beta = 0.430$) and employee engagement ($\beta = 0.579$). Employee engagement was also found to positively influence customer-oriented behaviour ($\beta = 0.756$). Mediation analysis revealed that employee engagement fully mediates the relationship between job satisfaction and customer-oriented behaviour, with a significant indirect effect ($\beta = 0.438$, 95%). Furthermore, organizational culture positively affects customer-oriented behaviour ($\beta = 0.873$) and significantly moderates the relationship between job satisfaction and customer-oriented behaviour ($\beta = -0.148$). The study contributes to the organizational behaviour literature by integrating direct, mediating, and moderating mechanisms within a single framework and providing evidence from Afghanistan. The findings highlight the importance of enhancing employee satisfaction, strengthening engagement, and fostering a supportive organizational culture to improve customer-oriented behaviour and organizational effectiveness.

KEYWORDS: Customer-Oriented Behaviour; Employee Engagement; Organizational Culture

1. INTRODUCTION

In light of the current competitive corporate world, it has become important for organizations to ensure that they enhance service quality and develop better relationships with stakeholders and attain sustainable organizational performance. Although financial and technological resources continue to be relevant, human resources have turned out to be among the most precious sources of gaining a competitive edge in this respect.

Locke (1976) argued that people's attitude towards their job positions can greatly impact on their behavior at work and performance. The same idea was developed by Spector (1997) who believed that job satisfaction plays an important role in the effectiveness of employees and their organizations. In support of the above argument, Judge et al. (2001) found that job satisfaction is positively correlated with job performance. Moreover, Bakker and Demerouti (2017) stated that satisfied employees show higher motivation and productivity. According to Organ (2018), such people are more likely to perform discretionary behaviors that improve organizational effectiveness. Customer-oriented behavior refers to employees' willingness and ability to understand, anticipate, and satisfy customer needs while creating value through service interactions. Saxe and Weitz (1982) first proposed the idea, arguing that customer-oriented workers put long-term client connections ahead of immediate profits. Later research by Homburg and Stock (2004) showed that contented workers are more inclined to act in a customer-focused manner. Additionally, Brown and Lam (2008) found that via better service delivery, staff happiness indirectly affects consumer satisfaction. Customer-oriented conduct improves service quality, customer loyalty, and overall organizational success, according to more recent research by Kim et al. (2019). Customer-oriented conduct is shown as a significant organizational result by these studies. However, there is still a lack of understanding of the processes by which job pleasure transfers into customer-oriented behavior.

The direct connection between work satisfaction and customer-oriented behavior has been the main focus of previous research, with little emphasis paid to the organizational and psychological mechanisms that underlie this relationship. Specifically, few research has looked at corporate culture as a moderating factor and employee engagement as a mediating mechanism at the same time. Furthermore, there is still a dearth of empirical data from developing economies, particularly Afghanistan and the oil and gas industry. Employee attitudes and behaviors may function differently in settings marked by institutional instability and resource limitations, which makes closing these gaps crucial. A key motivating factor that connects favorable employee attitudes to desired behavioral results is employee engagement. According to Rich et al. (2010), motivated workers exhibit more proactive workplace behaviors and discretionary effort. According to Bakker and Albrecht (2018), great work experiences translate into better performance through employee engagement, which serves as a motivational channel. Similarly, Karatepe and Olugbade (2017) found that employee engagement enhances customer response and service quality, while Jaiswal and Dhar (2016) demonstrated that engaged employees are more likely to exhibit customer-oriented behaviors.

Organizational culture offers the larger framework in which employee attitudes are converted into working actions, going beyond personal motivation. Organizational culture, according to Schein (2010), is made up of the common beliefs and values that direct workers' behavior. According to Denison (1990), a supportive

workplace culture increases employee motivation and commitment, which boosts organizational effectiveness. More recently, Hartnell et al. (2019) showed that supportive cultures boost organizational performance and promote customer-oriented behaviors. In a similar vein, company culture fosters employee commitment and engagement, according to Aboramadan et al. (2020). These results imply that the degree to which work satisfaction results in customer-oriented behavior may be influenced by organizational culture.

The need to investigate these relationships is particularly evident in emerging economies. Jackson et al. (2014) argued that organizations in developing countries face distinctive human resource challenges arising from institutional and economic constraints. Meyer and Peng (2016) similarly noted that employee attitudes often become more critical determinants of organizational success in such contexts. Consistent with this argument, Nguyen et al. (2020) found that employee-related factors significantly influence organizational performance in emerging economies. Afghanistan represents an especially relevant context because organizations continue to operate under economic uncertainty and institutional limitations. As one of the country's strategic public enterprises, the Afghanistan Oil and Gas Corporation (AOGC) depends heavily on employees who maintain effective relationships with customers, regulators, partners, and other stakeholders. Zaheer and Sadiq (2024) demonstrated that human resource management practices significantly improve employee outcomes in Afghan organizations. Nevertheless, empirical evidence explaining empirical evidence on customer-oriented behavior in Afghanistan remains very limited

1.1 Research Problem

Despite substantial research on job satisfaction and customer-oriented behavior, the mechanisms through which job satisfaction influences customer-oriented behavior remain insufficiently understood. Previous studies have primarily examined direct relationships while overlooking the combined roles of employee engagement and organizational culture. Furthermore, empirical evidence from Afghanistan's oil and gas industry is scarce, limiting the generalizability of existing findings.

1.2 Research Questions

This study addresses the following research questions:

1. Does job satisfaction significantly influence customer-oriented behavior among employees of Afghanistan Oil and Gas Corporation (AOGC)?

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2. Does employee engagement mediate the relationship between job satisfaction and customer-oriented behavior?
 3. Does organizational culture moderate the relationship between job satisfaction and customer-oriented behavior?

1.3 Research Objectives

This study aims to:

1. Examine the effect of job satisfaction on customer-oriented behavior.
2. Investigate the mediating role of employee engagement.
3. Examine the moderating role of organizational culture.
4. Contribute empirical evidence from Afghanistan's oil and gas sector to the organizational behavior literature.

This study creates and evaluates an integrated framework that explains how and when job satisfaction affects customer-oriented behavior, drawing on Herzberg's Two-Factor Theory, Social Exchange Theory, and the Job Demands–Resources (JD-R) Theory. The study adds to the body of literature by looking at direct, mediating, and moderating interactions all at once. It also offers information from an underrepresented organizational environment.

2. LITERATURE REVIEW

2.1 Job Satisfaction and Customer-Oriented Behaviour

One of the organizational behaviour constructs that has been studied the most is job satisfaction, which is typically understood to reflect an employee's positive emotional assessment of their job as well as experiences (Locke, 1976). Herzberg's Two-Factor Theory states that employees who have favorable working conditions, opportunity for advancement, and recognition are more likely to have positive attitudes toward their occupations, which in turn affect their behaviors at job. Spector (1997) went on to say that satisfied employees show more dedication and are more eager to help the company achieve its goals. Zaheer and Sadiq's (2025) findings, which highlight the significance of employee attitudes in influencing workplace behavior, support this claim by showing that management techniques have a substantial impact on employee satisfaction and related organizational results. Employee efforts to comprehend, anticipate, and meet customer needs while fostering

enduring relationships with customers are referred to as customer-oriented behaviour (Saxe & Weitz, 1982). Customer-oriented behaviour is becoming a crucial factor in determining organizational performance, customer satisfaction, and service quality in modern businesses. According to Homburg and Stock (2004), employees who are more satisfied with their jobs are more likely to exhibit customer-oriented behaviors because they are more motivated to provide excellent customer service. In the same way, Brown and Lam (2008) discovered that through improved service performance, employee satisfaction indirectly raises customer satisfaction.

Social Exchange Theory provides an explanation for the relationship between customer-oriented behaviour and job satisfaction. According to Blau (1964), pleasant organizational activities are a common way for employees to return favorable organizational treatment. When employees are happy in their positions, they are more inclined to act in ways that are advantageous to the company and its clients. According to Babakus et al. (2017), satisfied employees are more inclined to go above and beyond the call of duty when providing customer service. Similarly, Kim et al. (2019) discovered that customer responsiveness and service orientation are greatly improved by job satisfaction.

This beneficial relationship is still supported by recent research. According to Gounaris and Boukis (2019), employees who are more satisfied with their jobs have more customer-oriented behaviors and enhance the reputation of the company. According to Stock et al. (2017), proactive customer-oriented activities that boost customer loyalty and service efficacy are encouraged by employee satisfaction. Although prior research has generally confirmed that job satisfaction and customer-oriented behaviour are positively correlated, there is still little empirical data from developing economies. Specifically, little is known about whether this relationship exists in Afghanistan's oil and gas industry. As a result, the following theory is put forth as follows:

H1: Job satisfaction positively influences customer-oriented behavior

2.2 Job Satisfaction and Employee Engagement

Due to its substantial correlation with both organizational success and employee performance, employee engagement has become a key term in organizational behaviour research. According to Kahn (1990), engagement is the extent to which employees devote themselves to their jobs on a physical, mental, and emotional level. Employee engagement was then described by Schaufeli et al. (2002) as a good psychological state associated with a job that is marked by vigor, devotion, and absorption. The relationship between job satisfaction and employee engagement can be explained by the Job Demands–Resources (JD-R) Theory.

According to Bakker and Demerouti (2017), attractive job resources lead to pleasant psychological states that boost employee engagement and motivation. Employees are more likely to be enthusiastic, dedicated, and involved in their professional activities if they are satisfied in the work environment.

This relationship is constantly supported by empirical studies. According to Saks (2006), job satisfaction is a strong predictor of employee engagement because satisfied employees believe that the organization is more fair and supportive. Additionally, Rich et al. (2010) showed that employees who have good views at work become more psychologically committed to their jobs. According to Bakker and Albrecht (2018), job satisfaction fosters good emotional experiences and intrinsic motivation, which serve as a crucial antecedent of engagement. This connection is still supported by recent research. In the same way, Aboramadan et al. (2020) discovered that employees who are satisfied with their positions show greater levels of commitment and organizational involvement. Engaged employees are more likely to contribute to organizational effectiveness in service-oriented contexts because they go above and beyond the call of duty. There is little data on a correlation between job happiness and employee involvement in Afghanistan, despite substantial study in industrialized economies. As a result, the following theory is proposed:

H2: Job satisfaction positively influences employee engagement

2.3 Employee Engagement and Customer-Oriented Behavior

It is well known that favorable organizational behaviors are significantly predicted by employee engagement. Employees who have a psychological connection to their job are more inclined to reciprocate by acting in ways that are advantageous to the company and its customers, according to the Social Exchange Theory. Employees that are engaged put more mental, emotional, and physical effort into their job, which enhances customer response and service effectiveness. Employee involvement greatly improves job performance and organizational citizenship behaviors, according to Rich et al. (2010). In the same way, Saks (2006) claimed that motivated employees show more dedication and are more inclined to go above and beyond official job requirements. These efforts frequently show up in interactions with customers as improved responsiveness and service quality. The beneficial impact of engagement on customer-oriented behaviour is constantly supported by empirical data. According to Jaiswal and Dhar (2016), customer-oriented behaviors in service firms are greatly enhanced by employee engagement. According to research by Karatepe and Olugbade (2017), motivated staff members are more likely to offer excellent customer service and exhibit proactive service behaviors.

According to Bakker and Albrecht (2018), engagement serves as a motivating factor that encourages staff to provide satisfying customer experiences.

Similar results have been seen in recent studies. Higher levels of customer orientation and service quality are exhibited by engaged personnel, according to Anitha (2014). Employee engagement increases employees' motivation to contribute to company goals, which improves behavioral results, according to Aboramadan et al. (2020). These results imply that customer-oriented behaviour is significantly shaped by engagement. Given the limited evidence available from Afghanistan's organizational context, the following hypothesis is proposed:

H3: Employee engagement positively influences customer-oriented behavior

2.4 The Mediating Role of Employee Engagement

When an independent variable uses an intervening mechanism to affect a dependent variable, mediation takes place. It is anticipated in this study that employee engagement would serve as the psychological mechanism via which customer-oriented behaviour is influenced by job satisfaction. Positive work environments help employees form positive opinions of their company, which they then return by becoming more involved and engaged, according to the Social Exchange Theory. According to Saks (2006), job satisfaction increases employee engagement, which in turn encourages favorable behavioral outcomes. Employee motivation mediates the association between leadership factors and employee productivity, according to a similar mechanism identified by Zaheer and Barakzai (2026). This suggests that psychological states play a significant role in connecting working conditions to behavioral results. In the same way, Bakker and Albrecht (2018) proposed that positive job experiences translate into performance and service results through engagement, which acts as a motivational channel.

This mediation role is supported by empirical research. According to Rich et al. (2010), positive workplace attitudes have an impact on employee performance, which can be explained by employee engagement. According to Jaiswal and Dhar (2016), customer-oriented behaviour and organizational practices are mediated by engagement. In a similar manner, Karatepe and Olugbade (2017) showed that staff attitudes are linked to customer-related outcomes through engagement. Few studies have looked at engagement as a mediator in developing-country settings, especially in Afghanistan's energy sector, despite mounting evidence to the contrary. Consequently, the following theory is put presented:

H4: Employee engagement mediates the relationship between job satisfaction and customer-oriented behavior***2.5 Organizational Culture and Customer-Oriented Behavior***

The common values, practices, and beliefs that direct employee behaviour inside a company are referred to as organizational culture (Schein, 2010). According to Denison (1990), corporate culture sets expectations for proper workplace behavior, which in turn affects employee attitudes and organizational effectiveness. Customer-oriented behaviors are regularly encouraged by supportive company cultures, according to research. According to Alvesson (2016), company culture gives employees behavioral guidelines that affect how they engage with stakeholders and customers. Strong corporate cultures greatly improve employee performance and service quality, according to Hartnell et al. (2019). According to Hartnell et al., (2019), customer-oriented cultures enhance customer satisfaction by motivating staff to put customers' needs first. Employee customer-oriented behaviors are more likely to be fostered by organizations that prioritize teamwork, support, and customer service. According to Aboramadan et al. (2020), supportive corporate cultures improve service effectiveness and employee commitment. As a result, customer-oriented behaviour may be directly impacted by organizational culture.

H5: Organizational culture positively influences customer-oriented behavior***2.6 The Moderating Role of Organizational Culture***

According to the JD-R Theory, organizational resources have an impact on how much attitudes among employees transfer into behaviors at job. One important organizational resource that influences employee motivation and behaviour is organizational culture. Positive job attitudes are reinforced and employees are given explicit behavioral standards in supportive company cultures. According to Hartnell et al. (2019), the impact of favorable employee attitudes on performance outcomes is reinforced by corporate culture. In the same way, Ullah et al. (2019) discovered that organizational culture strengthens a relationship between workplace practices and employee attitudes. According to Serpian et al. (2016), employee desire to participate in customer-oriented activities is increased in service-oriented cultures. Similarly, Zaheer, Sadiq, and Safi (2025) showed that both mediating and moderating processes have an impact on customer-related results, suggesting that contextual factors can greatly influence behavioral and performance outcomes. Therefore, when they operate in

supportive corporate environments, satisfied employees may be more likely to display customer-oriented behavior. This logic leads to the following hypothesis being put out:

H6: Organizational culture moderates the relationship between job satisfaction and customer-oriented behavior

2.7. Conceptual Framework

This study integrates Herzberg's Two-Factor Theory, Social Exchange Theory (SET), and the Job Demands–Resources (JD-R) Theory to explain how job satisfaction influences customer-oriented behavior. Herzberg's Two-Factor Theory explains the development of job satisfaction, while Social Exchange Theory suggests that satisfied employees reciprocate favorable organizational treatment by demonstrating customer-oriented behavior. The JD-R Theory complements these perspectives by explaining that employee engagement serves as the motivational mechanism linking job satisfaction to customer-oriented behavior and that organizational culture, as an organizational resource, influences the strength of this relationship. Together, these theories provide an integrated explanation of why job satisfaction promotes customer-oriented behavior, how this effect occurs through employee engagement, and under what organizational conditions it is strengthened or weakened.

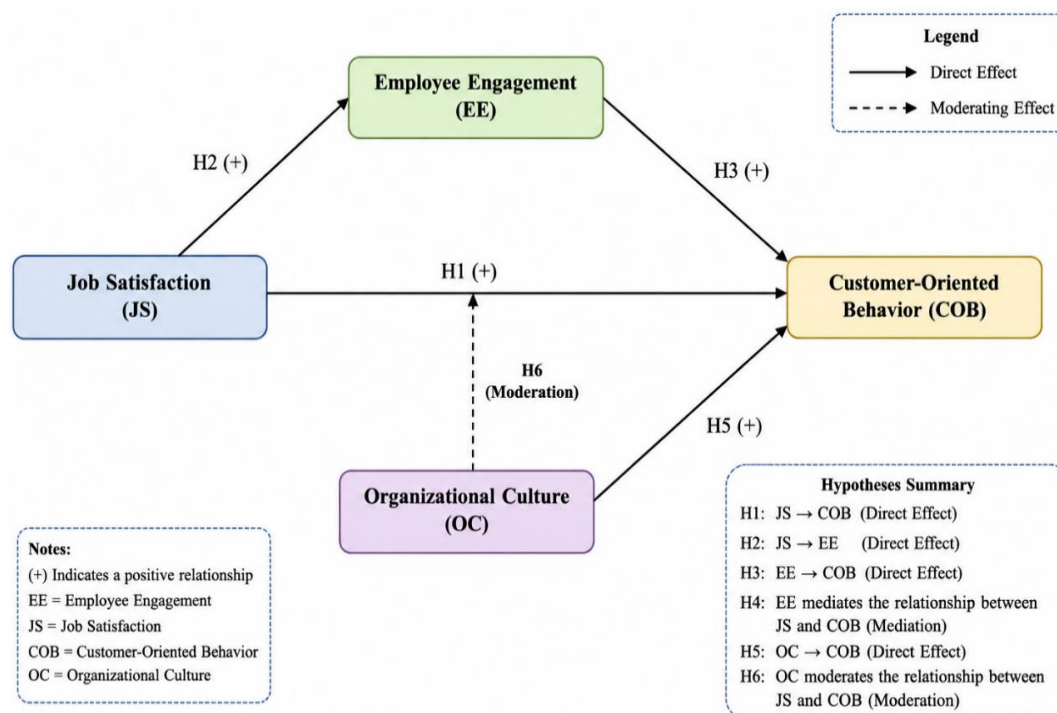


Figure 1. Conceptual model of the Study

Figure 1 presents the conceptual framework of the study. The model proposes that job satisfaction directly influences customer-oriented behaviour and indirectly influences it through employee engagement. Employee engagement is expected to mediate the relationship between job satisfaction and customer-oriented behaviour by explaining how satisfied employees become more committed and customer-focused. Furthermore, organizational culture is proposed to moderate the relationship between job satisfaction and customer-oriented behavior, such that a supportive organizational culture strengthens the positive effect of job satisfaction on customer-oriented behavior.

3. RESEARCH METHODOLOGY

In order to investigate the relationship between job satisfaction and customer-oriented behavior, as well as the moderating and mediating effects of organizational culture and employee engagement, this study used a quantitative cross-sectional research approach. A structured questionnaire was used to gather data from Afghanistan Oil and Gas Corporation (AOGC) employees.

3.1 Target Population and Sample Size

The target population consisted of approximately 850 employees of the Afghanistan Oil and Gas Corporation (AOGC). Based on Cochran's (1977) sample size determination formula for finite populations, a minimum sample of approximately 265 respondents was considered adequate to achieve a 95% confidence level with a 5% margin of error. Furthermore, this sample size exceeds the minimum recommended for mediation and moderation analyses using process and provides sufficient statistical power for hypothesis testing. A total of 300 questionnaires were distributed to employees across different departments of AOGC. Of these, 274 questionnaires were returned, yielding a response rate of 91.3%. After screening for incomplete responses and missing data, 265 questionnaires were retained for the final analysis. Convenience sampling was employed because access to employees was restricted by organizational policies and operational requirements. Obtaining a complete sampling frame for probability sampling was not feasible. Therefore, employees who were available and willing to participate during the data collection period were selected. Convenience sampling has been widely used in organizational behavior research conducted within single organizations where access to respondents is limited.

3.2 Questionnaire development

The questionnaire was developed by adapting validated measurement scales from previous studies. Job satisfaction was measured using items adapted from Spector (1997), employee engagement from Schaufeli et al. (2002), organizational culture from Denison (1990), and customer-oriented behavior from Saxe and Weitz (1982). Minor wording modifications were made to improve clarity and suitability for the AOGC context while preserving the original meaning of the constructs. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3 Measures

All constructs were measured using previously validated scales adapted from the literature. Responses were recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1: Measurement of Constructs

Construct	Items	Source
Job Satisfaction	5	Spector (1997)
Employee Engagement	5	Schaufeli et al. (2002)
Organizational Culture	5	Denison (1990)
Customer-Oriented Behavior	5	Saxe and Weitz (1982)

Five items modified from Spector's Job Satisfaction Survey (JSS) (1997) were used to measure job satisfaction. Five questions from the Utrecht Work Engagement Scale (UWES), created by Schaufeli et al. (2002), were used to measure employee engagement. Five items that were modified from Denison's (1990) organizational culture framework were used to evaluate organizational culture. Five items modified from Saxe and Weitz's SOCO scale (1982) were used to measure customer-oriented behavior.

3.4 Reliability and Validity

Cronbach's alpha was used to evaluate the measuring scales' reliability. According to Nunnally and Bernstein (1994), all constructs showed adequate internal consistency by exceeding the suggested threshold of 0.70. Exploratory factor analysis was used to evaluate construct validity. Acceptable convergent validity was confirmed by factor loadings that were higher than the suggested criterion of 0.50 (Hair et al., 2019). To evaluate

common method bias, Harman's single-factor test was also used. Less than half of the variance was explained by the first factor, indicating that common technique bias was not a significant issue (Podsakoff et al., 2003).

3.5 Data Analysis

Data were analyzed using SPSS and Hayes' process Macro. Descriptive statistics and Pearson correlation analysis were first conducted to examine the characteristics of the data and relationships among variables. Multiple regression analysis was then employed to test the direct effect of job satisfaction on customer-oriented behavior. The mediating role of employee engagement was examined using process Model 4 with 5,000 bootstrap samples. The moderating role of organizational culture was tested using process Model 1 by estimating the interaction effect between job satisfaction and organizational culture. Statistical significance was evaluated at the 5% significance level.

Table 2. Regression Model

Model	Title	Purpose
Model 1	Direct Effect Model of Job Satisfaction on Customer-Oriented Behavior	Tests H1
Model 2	Employee Engagement Prediction Model	Tests H2
Model 3	Customer-Oriented Behaviour Prediction Model	Tests H3
Model 4	Mediation Model of Employee Engagement	Tests H4
Model 5	Organizational Culture Effect Model	Tests H5
Model 6	Moderation Model of Organizational Culture	Tests H6

H1: Direct Effect of Job Satisfaction on Customer-Oriented Behavior

$$COB = \beta_0 + \beta_1 (JS) + \varepsilon$$

Where:

- COB = Customer-Oriented Behaviour
- JS = Job Satisfaction

Hypothesis: $\beta_1 > 0$

H2: Effect of Job Satisfaction on Employee Engagement

$$EE = \beta_0 + \beta_1 (JS) + \varepsilon$$

Where:

- EE = Employee Engagement

Hypothesis: $\beta_1 > 0$

H3: Effect of Employee Engagement on Customer-Oriented Behavior

$$COB = \beta_0 + \beta_1 (EE) + \varepsilon$$

Hypothesis: $\beta_1 > 0$

H4: Mediation Model (PROCESS Model 4)

First Equation (Path a)

$$EE = \beta_0 + a (JS) + \varepsilon$$

Second Equation (Paths b and c')

$$COB = \beta_0 + c' (JS) + b (EE) + \varepsilon$$

Where:

- a = Effect of JS on EE
- b = Effect of EE on COB
- c' = Direct effect of JS on COB after including EE

Indirect Effect

$$\text{Indirect Effect} = a \times b$$

Mediation exists if the bootstrap confidence interval for $a \times b$ does not include zero.

H5: Direct Effect of Organizational Culture on Customer-Oriented Behavior

$$COB = \beta_0 + \beta_1 (OC) + \varepsilon$$

Where:

- OC = Organizational Culture

Hypothesis: $\beta_1 > 0$

H6: Moderation Model (PROCESS Model 1)

Interaction Regression

$$COB = \beta_0 + \beta_1 (JS) + \beta_2 (OC) + \beta_3 (JS \times OC) + \epsilon$$

Where:

- $JS \times OC$

Hypothesis: $\beta_3 > 0$

A significant interaction coefficient (β_3) indicates that Organizational Culture moderates the relationship between Job Satisfaction and Customer-Oriented Behavior.

4. RESULT AND DISCUSSION

Table 3: Demographic Characteristics of Respondents (N = 265)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	260	98.1
	Female	5	1.9
Age	18–25 years	51	19.2
	26–35 years	174	65.7
	36–45 years	34	12.8
	Above 46 years	6	2.3
Educational Qualification	Diploma	30	11.3
	Bachelor's Degree	174	65.7
	Master's Degree	60	22.6
	PhD	1	0.4
Working Experience	Less than 1 year	9	3.4
	1–5 years	151	57.0

	6–10 years	61	23.0
	More than 10 years	44	16.6
Department	Financial & Administration	121	45.7
	Commercial	74	27.9
	Technical & Operative	50	18.9
	Research & Development	20	7.5
Position Level	Assistant	107	40.4
	Manager	90	34.0
	General Manager	47	17.7
	Sub-Director	15	5.7
	Director	6	2.3

Table 3 summarizes the demographic characteristics of the respondents. The results show that the majority of respondents were male (98.1%), reflecting the male-dominated nature of the oil and gas sector. Most respondents were between 26–35 years old (65.7%), indicating a relatively young workforce. In terms of education, the majority held a Bachelor’s degree (65.7%), followed by a Master’s degree (22.6%), suggesting a well-qualified employee base. Regarding work experience, most respondents had 1–5 years of experience (57.0%), indicating moderate professional exposure. Departmentally, the largest proportion of respondents came from the Financial and Administration Department (45.7%), followed by the Commercial Department (27.9%), Technical and Operative Department (18.9%), and Research and Development Department (7.5%). Concerning position level, most respondents were Assistants (40.4%), followed by Managers (34.0%) and General Managers (17.7%). Overall, the sample represents a relatively young, educated, and experienced workforce from diverse departments and organizational levels, enhancing the representativeness of the study findings.

Table 4: Reliability Statistics

Variable	Number of Items	Cronbach’s Alpha
Job Satisfaction (JS)	5	0.86
Employee Engagement (EE)	5	0.88
Organizational Culture (OC)	5	0.89

Customer-Oriented Behaviour (COB)

5

0.93

The reliability analysis presented in Table 4 indicates that all study constructs demonstrated satisfactory internal consistency, with Cronbach's Alpha values exceeding the recommended threshold of 0.70 (Nunnally & Bernstein, 1994). Job Satisfaction ($\alpha = 0.86$), Employee Engagement ($\alpha = 0.88$), Organizational Culture ($\alpha = 0.89$), and Customer-Oriented Behaviour ($\alpha = 0.93$) all exhibited high levels of reliability. Among the constructs, Customer-Oriented Behaviour recorded the highest reliability coefficient, while Job Satisfaction showed the lowest, though still well above the acceptable level. These results confirm that the measurement scales were reliable and suitable for subsequent statistical analyses.

Table 5: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
COB	265	4.439	.78	1	5
OC	265	3.907	.95	1	5
EE	265	4.342	.791	1	5
JS	265	3.952	.94	1	5

Table 5 presents the descriptive statistics of the study variables. Customer-Oriented Behaviour ($M = 4.439$, $SD = 0.780$) recorded the highest mean score, indicating a high level of customer-focused behaviour among employees. Employee Engagement also showed a high mean value ($M = 4.342$, $SD = 0.791$), suggesting that employees were generally enthusiastic, dedicated, and actively involved in their work. Job Satisfaction ($M = 3.952$, $SD = 0.940$) and Organizational Culture ($M = 3.907$, $SD = 0.950$) likewise recorded positive mean scores, indicating favorable perceptions of work satisfaction and the organizational environment. Overall, the results suggest that employees reported relatively high levels of customer-oriented behavior, engagement, job satisfaction, and organizational culture, providing initial support for the proposed relationships among the study variables.

Table 6: Shapiro-Wilk W test for normal data

Variable	Obs	W	V	z	Prob>z
Residual	265	0.994	1.103	0.228	0.410

The Shapiro Wilk test results in table 6 indicate that the residuals are normally distributed ($W = 0.994$, $p = 0.410$). Since the p-value exceeds the 0.05 significance level, the null hypothesis of normality cannot be rejected. Additionally, the W statistic is very close to 1, further confirming that the residuals do not significantly deviate from a normal distribution. Therefore, the normality assumption required for regression analysis is satisfied, indicating that the data are suitable for subsequent parametric analyses.

Table 7: Skewness/Kurtosis tests for Normality joint

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj_chi2(2)	Prob>chi2
Residual	265	0.204	0.460	2.180	0.337

The Skewness and Kurtosis test results further support the assumption of normality in table 7. The probability values for skewness ($p = 0.204$) and kurtosis ($p = 0.460$) are both greater than 0.05, indicating no significant departure from normality. Additionally, the joint test produced an adjusted chi-square value of 2.180 with a p -value of 0.337, which is also above the 0.05 threshold. Therefore, the null hypothesis of normality cannot be rejected. These findings confirm that the data are normally distributed and satisfy the assumptions required for subsequent parametric analyses, including correlation, regression, mediation, and moderation analyses.

Table 8: Multicollinearity Test (VIF)

Variable	Tolerance	VIF
JS	0.441	2.27
EE	0.410	2.44
OC	0.485	2.06

The multicollinearity diagnostics presented in Table 8 indicate that multicollinearity is not a concern in this study. The Tolerance values ranged from 0.410 to 0.485, exceeding the minimum acceptable threshold of 0.10, while the VIF values ranged from 2.06 to 2.44, which are well below the recommended maximum value of 10. These results suggest that the predictor variables are sufficiently independent of one another and do not exhibit excessive intercorrelations. Therefore, the regression coefficients can be considered stable and reliable, confirming that the assumption of multicollinearity has been satisfied.

Table 9: Matrix of Correlations

Variables	(1)	(2)	(3)	(4)
(1) COB	1.000			
(2) OC	0.576	1.000		
(3) EE	0.760	0.604	1.000	
(4) JS	0.519	0.694	0.689	1.000

The correlation analysis in table 9 indicates that all study variables are positively associated with Customer-Oriented Behaviour (COB). Employee Engagement (EE) exhibited the strongest relationship with COB ($r = 0.760$), followed by Organizational Culture (OC) ($r = 0.576$) and Job Satisfaction (JS) ($r = 0.519$). These findings suggest that employees who are more engaged, satisfied with their jobs, and perceive a supportive organizational

culture are more likely to demonstrate customer-oriented behaviors. The results also show significant positive relationships among the predictor variables. Job Satisfaction was strongly correlated with Employee Engagement ($r = 0.689$) and Organizational Culture ($r = 0.694$), while Organizational Culture was positively associated with Employee Engagement ($r = 0.604$). These findings provide preliminary support for the proposed conceptual framework and suggest that job satisfaction, employee engagement, and organizational culture are important factors influencing customer-oriented behaviour within AOGC. Furthermore, none of the correlation coefficients exceeded 0.90, indicating that multicollinearity is unlikely to be a concern in the subsequent regression analyses.

Table10: Linear regression

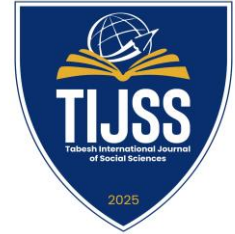
COB	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
JS	.43	.044	9.84	0	.344	.516	***
Constant	2.738	.178	15.42	0	2.389	3.088	***
Mean dependent var	4.439		SD dependent var		0.780		
R-squared	0.269		Number of obs		265		
F-test	96.835		Prob > F		0.000		
Akaike crit. (AIC)	540.299		Bayesian crit. (BIC)		547.458		

*** $p < .01$, ** $p < .05$, * $p < .1$

In table 10 The regression results indicate that Job Satisfaction (JS) has a positive and statistically significant effect on Customer-Oriented Behaviour (COB) ($\beta = 0.430$, $t = 9.84$, $p < 0.001$). This suggests that employees who are more satisfied with their jobs are more likely to exhibit customer-oriented behaviors. The model explains 26.9% of the variance in Customer-Oriented Behaviour ($R^2 = 0.269$) and is statistically significant ($F = 96.835$, $p < 0.001$), indicating good explanatory power. These findings support previous studies by Homburg and Stock (2004) and Brown and Lam (2008), which found that satisfied employees are more likely to provide quality service and demonstrate stronger customer orientation. Therefore, H1 is supported.

Table 11: Mediation Results of JS on COB via EE

Path	B	SE	t	p	95% CI
Mediator Model (DV = EE)					
JS $\rightarrow$ EE	0.579	0.038	15.41	< .001	[0.505, 0.653]
Outcome Model (DV = COB)					



JS → COB (Direct Effect)	-0.008	0.046	-0.16	.870	[-0.098, 0.083]
EE → COB	0.756	0.055	13.84	< .001	[0.648, 0.863]
Indirect Effect					
JS → EE → COB	0.438	0.071	—	—	[0.298, 0.575]

Note: N = 265. Unstandardized coefficients are reported. Bootstrap confidence intervals were generated using 5,000 bootstrap samples. The indirect effect is significant because the 95% bootstrap confidence interval does not include zero. PROCESS Model 4 was used for mediation analysis following Andrew F. Hayes.

Table 11 presents the mediation analysis results. The findings show that Job Satisfaction (JS) has a positive and significant effect on Employee Engagement (EE) ($\beta = 0.579$, $p < 0.001$), indicating that employees who are more satisfied with their jobs tend to be more engaged in their work. This finding is consistent with Saks (2006) and Bakker and Albrecht (2018), who identified job satisfaction as an important antecedent of employee engagement. The results further reveal that Employee Engagement has a strong positive effect on Customer-Oriented Behaviour (COB) ($\beta = 0.756$, $p < 0.001$), suggesting that engaged employees are more likely to provide quality service and demonstrate customer-focused behaviors. This finding supports previous studies by Jaiswal and Dhar (2016) and Karatepe and Olugbade (2017). After Employee Engagement was included in the model, the direct effect of Job Satisfaction on Customer-Oriented Behaviour became insignificant ($\beta = -0.008$, $p = 0.870$), while the indirect effect remained significant ($\beta = 0.438$, 95% Boot CI [0.298, 0.575]). Since the confidence interval does not include zero, the mediation effect is confirmed. These findings indicate that Employee Engagement fully mediates the relationship between Job Satisfaction and Customer-Oriented Behavior, implying that job satisfaction enhances customer-oriented behaviour primarily through increased employee engagement. This result is consistent with Rich et al. (2010) and Zaheer and Barakzai (2026), who emphasized the role of psychological mechanisms in translating positive workplace experiences into desirable organizational outcomes. Therefore, H4 is supported.

Table 12: Moderating Effect of OC on the JS COB Relationship

Predictor / Conditional Effect	B	SE	t	p	95% CI
Constant	0.601	0.419	1.44	.152	[-0.223, 1.426]
JS	0.710	0.126	5.63	< .001	[0.462, 0.958]
OC	0.873	0.128	6.82	< .001	[0.621, 1.126]
JS × OC	-0.148	0.032	-4.58	< .001	[-0.212, -0.085]

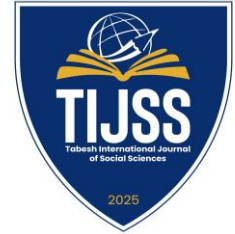
Conditional Effect of JS on COB at Low OC (3.00)	0.265	0.057	4.63	< .001	[0.153, 0.378]
Conditional Effect of JS on COB at Medium OC (4.00)	0.117	0.057	2.05	.042	[0.005, 0.230]
Conditional Effect of JS on COB at High OC (4.89)	-0.015	0.071	-0.21	.837	[-0.154, 0.125]
Model Summary	Value				
R	.638				
R ²	.407				
F(3, 261)	59.72***				
ΔR^2 for Interaction	.048				
F for Interaction	20.97***				

Note: N = 265. Unstandardized coefficients are reported. PROCESS Model 1 was used to test the moderating effect following Andrew F. Hayes. Low, medium, and high values of organizational culture represent the 16th, 50th, and 84th percentiles, respectively. ***p < .001.

The moderation analysis in table 12 revealed that Job Satisfaction (JS) ($\beta = 0.710$, $p < 0.001$) and Organizational Culture (OC) ($\beta = 0.873$, $p < 0.001$) both have significant positive effects on Customer-Oriented Behaviour (COB). However, the interaction term between JS and OC was negative and significant ($\beta = -0.148$, $p < 0.001$), indicating that Organizational Culture moderates the relationship between Job Satisfaction and Customer-Oriented Behavior. Conditional effect analysis showed that the positive effect of Job Satisfaction on Customer-Oriented Behaviour was strongest at low levels of Organizational Culture ($\beta = 0.265$, $p < 0.001$), weaker at moderate levels ($\beta = 0.117$, $p = 0.042$), and became insignificant at high levels of Organizational Culture ($\beta = -0.015$, $p = 0.837$). This suggests that a strong organizational culture can independently promote customer-oriented behavior, reducing employees' reliance on job satisfaction to exhibit customer-focused actions. These findings support previous studies by Schein (2010), Schneider et al. (2005), and Hartnell et al. (2019), which emphasize the role of organizational culture in shaping employee behavior. Therefore, the results confirm that Organizational Culture significantly moderates the relationship between Job Satisfaction and Customer-Oriented Behavior, supporting H6.

Table 13: Summary of Hypotheses Testing

Hypothesis	Statement	Decision
H1	Job Satisfaction has a significant positive effect on Customer-Oriented Behavior.	Supported
H2	Job Satisfaction has a significant positive effect on Employee Engagement.	Supported



H3	Employee Engagement has a significant positive effect on Customer-Oriented Behavior.	Supported
H4	Employee Engagement significantly mediates the relationship between Job Satisfaction and Customer-Oriented Behavior.	Supported
H5	Organizational Culture has a significant positive effect on Customer-Oriented Behavior.	Supported
H6	Organizational Culture significantly moderates the relationship between Job Satisfaction and Customer-Oriented Behavior.	Supported

Table 13 summarizes the hypothesis testing results and shows that all proposed hypotheses were supported. The findings indicate that Job Satisfaction positively influences Customer-Oriented Behaviour and Employee Engagement, while Employee Engagement significantly enhances Customer-Oriented Behavior. The mediation analysis further revealed that Employee Engagement fully mediates the relationship between Job Satisfaction and Customer-Oriented Behavior, suggesting that satisfied employees become more customer-oriented primarily through increased engagement. The results also show that Organizational Culture has a significant positive effect on Customer-Oriented Behaviour and significantly moderates the relationship between Job Satisfaction and Customer-Oriented Behavior. Specifically, the positive influence of Job Satisfaction weakens as Organizational Culture becomes stronger, indicating that a supportive culture can independently foster customer-oriented behavior. Overall, the findings provide strong support for the proposed conceptual framework and highlight the important roles of Job Satisfaction, Employee Engagement, and Organizational Culture in promoting Customer-Oriented Behaviour within AOGC.

4.2 DISCUSSION

This study examined the impact of job satisfaction on customer-oriented behavior, the mediating role of employee engagement, and the moderating role of organizational culture among employees of Afghanistan Oil and Gas Corporation (AOGC). The findings provide strong support for the proposed conceptual framework and contribute to the growing literature on employee attitudes and customer-related outcomes in emerging economies.

The first finding revealed that job satisfaction positively influences customer-oriented behavior. This result is consistent with previous studies by Homburg and Stock (2004) and Brown and Lam (2008), which reported that satisfied employees are more likely to demonstrate customer-focused behaviors and provide higher-quality

service. The finding also supports Social Exchange Theory, which suggests that employees reciprocate favorable organizational treatment through positive workplace behaviors. However, while many previous studies were conducted in developed economies and service industries, the present study extends these findings to Afghanistan's oil and gas sector, demonstrating that job satisfaction remains an important driver of customer-oriented behaviour even within a developing-country context characterized by institutional and resource constraints. The study further found that job satisfaction has a significant positive effect on employee engagement. This result aligns with the findings of Saks (2006), Bakker and Albrecht (2018), who reported that satisfied employees tend to be more energetic, dedicated, and psychologically connected to their work. The finding supports the Job Demands–Resources (JD-R) Theory, which proposes that positive job resources enhance employees' motivational states. The result suggests that employees at AOGC who experience favorable working conditions, supervisory support, and career opportunities are more likely to develop stronger engagement with their work roles. Consistent with prior research, employee engagement was found to positively influence customer-oriented behavior. This finding agrees with Jaiswal and Dhar (2016) and Karatepe and Olugbade (2017), who concluded that engaged employees are more willing to invest additional effort in serving customers and maintaining service quality. The result indicates that engaged employees not only perform their formal duties but also exhibit discretionary behaviors that enhance customer satisfaction. In the context of AOGC, where employees frequently interact with stakeholders and service recipients, engagement appears to play a critical role in encouraging customer-focused actions.

One of the most important contributions of this study relates to the mediating role of employee engagement. The findings revealed that employee engagement fully mediates the relationship between job satisfaction and customer-oriented behavior. This means that job satisfaction does not directly translate into customer-oriented behaviour once employee engagement is considered. Instead, satisfied employees become more customer-oriented because they are more engaged in their work. This finding is consistent with Rich et al. (2010), who argued that positive employee attitudes influence behavioral outcomes through motivational mechanisms. Similarly, Saks (2006) suggested that engagement serves as a critical psychological pathway linking workplace experiences with employee performance. Compared with previous studies that primarily examined direct relationships, the present study provides stronger evidence regarding the underlying mechanism through which job satisfaction affects customer-related behavior. This finding is particularly valuable because empirical evidence on mediation effects remains limited within developing economies and the energy sector. The study also found that organizational culture positively influences customer-oriented behavior. This result supports the arguments of Schein (2010), Denison (1990), and Serpian et al. (2016), who emphasized that organizational

culture shapes employee behaviour through shared values, norms, and expectations. Employees who perceive a supportive culture characterized by teamwork, participation, and customer-focused values are more likely to engage in behaviors that benefit customers and stakeholders. The finding reinforces the view that organizational culture functions as an important organizational resource that influences employee conduct beyond individual attitudes alone.

A particularly interesting finding emerged regarding the moderating role of organizational culture. The results showed that organizational culture significantly moderates the relationship between job satisfaction and customer-oriented behavior; however, the interaction effect was negative. This finding partially contrasts with the original hypothesis, which expected a stronger relationship under highly supportive cultures. Instead, the results indicate that the positive influence of job satisfaction becomes weaker as organizational culture becomes stronger. A similar emphasis on contextual influences was reported by Zaheer et al., (2025), who found that customer-related outcomes depend not only on direct effects but also on moderating conditions that shape employee and customer responses. While this finding differs from studies suggesting that supportive cultures amplify positive employee attitudes, it can be explained by the institutionalizing role of culture. In organizations with strong customer-focused cultures, employees may exhibit customer-oriented behaviour regardless of their individual satisfaction levels because such behaviors become embedded within organizational norms and expectations. This interpretation is consistent with Schein (2010) and Hartnell et al. (2019), who argued that strong cultures create behavioral consistency by guiding employee actions through shared values and collective expectations. Thus, organizational culture appears to substitute for, rather than strengthen, the influence of job satisfaction on customer-oriented behavior.

All in all, the findings demonstrate that customer-oriented behaviour is influenced by both individual and organizational factors. Job satisfaction contributes to customer-oriented behaviour primarily through employee engagement, while organizational culture provides the contextual environment that shapes how employee attitudes translate into behavior. The study therefore supports the integration of Social Exchange Theory and JD-R Theory by showing that positive workplace experiences increase engagement, which subsequently encourages customer-oriented behavior, while organizational culture serves as an important contextual condition affecting these relationships. These findings contribute to the organizational behaviour literature by providing evidence from Afghanistan, a context that remains underrepresented in existing research, and by demonstrating the combined effects of attitudinal, psychological, and organizational factors on customer-oriented behavior. These results are in line with new research from Afghanistan that shows organizational and

management elements are crucial for enhancing organizational outcomes in a variety of industries, including SMEs with little resources (Assadullah, 2026).

4. CONCLUSION

This study examined the impact of job satisfaction on customer-oriented behaviour among employees of the Afghanistan Oil and Gas Corporation (AOGC), while also investigating the mediating role of employee engagement and the moderating role of organizational culture. Drawing on Social Exchange Theory and the Job Demands–Resources (JD-R) Theory, the study developed and tested a conceptual framework that explains how employee attitudes, psychological states, and organizational factors jointly influence customer-oriented behavior. The findings revealed that job satisfaction positively influences customer-oriented behaviour and employee engagement. Employees who are more satisfied with their jobs are more likely to demonstrate behaviors aimed at understanding and satisfying customer needs. The results further showed that employee engagement significantly enhances customer-oriented behavior and serves as a full mediator between job satisfaction and customer-oriented behavior. This indicates that job satisfaction contributes to customer-focused behavior primarily by increasing employees' psychological involvement, dedication, and enthusiasm toward their work. The study also found that organizational culture positively influences customer-oriented behavior. More importantly, organizational culture significantly moderates the relationship between job satisfaction and customer-oriented behavior. The results suggest that the positive effect of job satisfaction becomes weaker in the presence of a strong organizational culture. This finding implies that supportive organizational cultures can independently encourage customer-oriented behavior by embedding customer-focused values and expectations into the organizational environment. The study contributes to the organizational behavior literature in several ways. The findings further complement earlier Afghan studies that emphasized the importance of management practices, workplace conditions, and organizational support in improving employee and organizational outcomes (Zaheer & Sadiq, 2025). First, it extends existing knowledge by simultaneously examining direct, mediating, and moderating relationships within a single framework. Second, it provides empirical evidence from Afghanistan, a context that remains underrepresented in the organizational behavior and human resource management literature. Third, it contributes to the growing body of research emphasizing the importance of employee engagement as a mechanism through which positive employee attitudes influence behavioral outcomes.

From a managerial perspective, the findings suggest that organizations seeking to improve customer-oriented behavior should focus on enhancing employee job satisfaction through fair compensation, supportive

supervision, career development opportunities, and positive working conditions. Managers should also invest in initiatives that strengthen employee engagement, as engagement appears to be the key pathway through which satisfaction translates into customer-focused behavior. Furthermore, organizations should cultivate supportive organizational cultures that promote teamwork, participation, shared values, and customer service excellence. Although the study provides valuable insights, several limitations should be acknowledged. The research employed a cross-sectional design, which limits causal inferences. Data were collected from a single organization, potentially restricting the generalizability of the findings. Future studies may utilize longitudinal designs, include multiple organizations and industries, and examine additional psychological or organizational factors that may influence customer-oriented behavior. Finally, the study concludes that job satisfaction, employee engagement, and organizational culture are critical determinants of customer-oriented behavior. By fostering employee satisfaction, strengthening engagement, and developing supportive organizational cultures, organizations can enhance customer-focused behaviors and improve overall organizational effectiveness.

5.1. Recommendations

Based on the findings of this study, several practical recommendations are proposed for the Afghanistan Oil and Gas Corporation (AOGC).

- AOGC should establish structured employee satisfaction programs by reviewing compensation policies, introducing transparent promotion criteria, recognizing outstanding performance through formal reward systems, and strengthening supervisory support. Since job satisfaction positively influences employee engagement and customer-oriented behavior, improving these areas is likely to enhance employees' service quality and commitment toward customers.
- Employee engagement was found to fully mediate the relationship between job satisfaction and customer-oriented behavior, so management should prioritize initiatives that directly increase engagement. AOGC should implement regular employee development programs, provide continuous training in customer service and interpersonal skills, increase employee participation in decision-making, delegate greater responsibility through empowerment practices, and conduct quarterly performance coaching sessions with constructive feedback.
- AOGC should strengthen its organizational culture by embedding customer service values into recruitment, orientation, training, and performance appraisal systems. Managers should consistently communicate organizational values, encourage teamwork across departments, and recognize employees who demonstrate outstanding customer-oriented behavior. Since organizational culture significantly

influences customer-oriented behavior, fostering a supportive and customer-focused culture can improve service delivery throughout the organization.

- AOGC should introduce periodic employee satisfaction and engagement surveys, ideally every six months, to identify emerging workplace issues before they affect employee performance and customer service. Survey findings should be translated into actionable improvement plans and monitored through key performance indicators (KPIs).
- Policy makers of public businesses should understand that investing in employee engagement, well-being, and organizational culture is a strategic investment that improves long-term institutional performance, customer satisfaction, and organizational effectiveness rather than just being a human resource initiative.

4.2. Limitations of the Study

Despite its contributions, this study has several limitations. First, the study employed a cross-sectional research design, which limits the ability to establish causal relationships among job satisfaction, employee engagement, organizational culture, and customer-oriented behavior. Future longitudinal studies would provide stronger evidence regarding causal relationships. Second, convenience sampling was employed because access to employees was restricted by organizational policies and operational requirements. Although this approach was appropriate for the study context, it may introduce sampling bias and limit the representativeness of the sample. Third, data were collected from only one organization, the Afghanistan Oil and Gas Corporation (AOGC), which limits the generalizability of the findings to other organizations, industries, and countries with different organizational and institutional environments. Fourth, all variables were measured using self-reported questionnaires completed by the same respondents at a single point in time. Consequently, the findings may be affected by common method variance (CMV) and single-source data bias, despite Harman's single-factor test indicating that common method bias was not a serious concern. Finally, this study examined only one mediator (employee engagement) and one moderator (organizational culture). Other important psychological and organizational variables, such as organizational commitment, leadership style, perceived organizational support, organizational justice, psychological empowerment, and employee well-being, may also influence customer-oriented behavior and should be examined in future research.

4.3. Future Research Directions

Future studies should employ longitudinal research designs to better examine causal relationships among job satisfaction, employee engagement, organizational culture, and customer-oriented behavior. Researchers are

also encouraged to collect data from multiple organizations and industries to enhance the generalizability of the findings. Additionally, future research may investigate other mediating variables such as organizational commitment, psychological empowerment, job motivation, or employee well-being to better understand the mechanisms linking job satisfaction to customer-oriented behavior. Similarly, other moderating variables such as leadership style, perceived organizational support, and organizational justice may be examined to determine the conditions under which employee attitudes translate into customer-focused behaviors. Finally, comparative studies across different sectors and countries, particularly within developing and emerging economies, would provide deeper insights into how cultural and institutional factors shape the relationships identified in this study.

4.4. Conflict of Interest

All authors express no conflict of interest in any part of the research.

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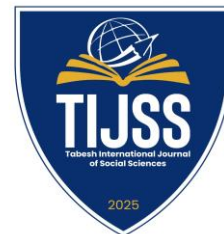
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