

The influence of donor orientation in employee performance: An application to Spanish blood transfusion centres and services

María de la Cruz Déniz-Déniz (Universidad de Las Palmas de Gran Canaria), Laura Romero-Domínguez (Universidad de Las Palmas de Gran Canaria), Lorena Robaina- Calderín (Universidad de Las Palmas de Gran Canaria), María Katuska Cabrera-Suárez (Universidad de Las Palmas de Gran Canaria), Josefa D. Martín-Santana (Universidad de Las Palmas de Gran Canaria)

Purpose: Blood is a fundamental resource for the healthcare system of any country, including Spain. In recent decades, there has been an imbalance between the blood supply and demand, mainly caused by the decrease in the number of donors. This decline has been even more accentuated since the beginning of the COVID-19 pandemic, with a drop in donations of between 30% and 35% in Spain. Restrictions on mobility, but especially the fear of contagion, are the major causes of this decline.

In order to maintain the national blood supply, it is crucial to meet the needs and interests of donors. In this sense, the staff of blood transfusion centres and services play a key role, as donating blood is a high-contact service. Thus, the aim of this work is to contribute to the knowledge on how to generate positive attitudes in employees, namely job satisfaction and organisational commitment, which generate organisational citizenship behaviour that ultimately affect donor satisfaction and donation intention. Therefore, this work proposes the application of market orientation in this context, donor orientation, as a management philosophy capable of achieving these results.

Methodology: An online survey was used as the information-gathering instrument. The sample consisted of 147 employees (senior and middle management members, and collection physicians, nurses and promoters) from Spanish blood transfusion centres and services. In the proposed model, tested throughout structural equation modeling, donor orientation is posited as a direct antecedent of employees' job satisfaction and organisational commitment. At the same time, commitment emerges as a direct antecedent of organisational citizenship behaviour.

Findings: Results confirm the proposed hypotheses, with donor orientation having a direct and positive influence on the job satisfaction and organisational commitment of employees at blood transfusion centres and services. Likewise, commitment encourages the development of organisational citizenship behaviour.

Implications: This work contributes to the field of public management by demonstrating that market orientation is a relevant management approach for public organisations, especially those in the healthcare sector, heavily affected by COVID-19, where managers look for new ways to stimulate employees' satisfaction and commitment. To this end, this work proposes to promote the involvement of employees in the generation of information, its dissemination, and the organisation's responsiveness to it.

Originality: This work proposes a new management perspective from which public managers might increase their employees' satisfaction and commitment by increasing market orientation, which results in organisational citizenship behaviour, and ultimately benefits society at large.