

FIVE CORPORATE SOCIAL RESPONSIBILITY FACTORS ON EMPLOYEE JOB SATISFACTION: A STUDY OF EMPLOYEE GENERATION DIFFERENCES

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ABSTRACT

This research explored Corporate Social Responsibility (CSR) factors on employee job satisfaction. Our study contributes to the literature by developing a theoretical model and testing the links between five CSR factors of environment, human rights and labor, product responsibility, community engagement, and corporate governance on job satisfaction using multiple regression analysis for Gen X, Gen Y, and Gen Z employees. A survey was distributed to 621 working employees aged 18-55 through Amazon Mechanical Turk and college students in a public university, resulting in the sample data (N = 546). Findings identified CSR significance on job satisfaction were the environment, human rights and labor, and product responsibility for Gen X; for Gen Y, human rights and labor, product responsibility, and environment for Gen Z, human rights and labor and environment. Community engagement and corporate governance-related CSR factors were not significantly related to job satisfaction for the three generations. The research provided insight into which CSR variables impact job satisfaction most and what CSR initiatives were valued most by Gen X, Y, and Z.

Keywords: *Job Satisfaction, Corporate Social Responsibility, Employee Generations, Environment, Human Rights and Labor, Product Responsibility, Community Engagement, Corporate Governance*

INTRODUCTION

The growing awareness of corporate social responsibility (CSR) has raised questions about how the behavior of firms may affect employees' job satisfaction. Job satisfaction can be defined as the emotional state of individuals, resulting from their perception of their job and the degree to which there is a good fit between individuals and the organization (Jehanzeb & Mohanty, 2018).

Employee job satisfaction influences organizational commitment, motivation, and productivity and increases employee creativity. Furthermore, job satisfaction improves cost-effectiveness and corporate profits. Therefore, a satisfied employee can help the organization achieve its internal and external strategic goals (Jehanzeb & Mohanty, 2018). This study examined the impact, order of significance, and differences of five CSR factors: Environment, Human Rights and Labor, Product Responsibility, Community Engagement, and Corporate Governance between Baby Boomers, Gen X, Y, and Z, on job satisfaction.

Studies have shown that when employees and organizations share common values and beliefs, positive behavior will occur through improved organizational commitment, lessened turnover rates, and improved task performance. CSR has positively affected employee attitudes and work-related behaviors (Wisse, 2014). Jehanzeb and Mohanty (2018) determined that employee commitment, workplace harmony, productivity, creativity, and innovation positively correlate with job satisfaction.

Research studies have identified the positive impact of each independent CSR factor of environment-related, human rights and labor, product-responsibility, community engagement, and governance on employee job satisfaction (Akabanda et al., 2017; 2019; Frey et al., 2013; Lewin et al., 2020; Marshall, 2020; Mascarenhas et al., 2020; Newsham et al., 2018; Pinzone et al., 2019; Regmi et al., 2009; Sharma & Mani, 2012; Singhapakdi et al., 2019). In addition, researchers have identified Baby Boomers, Gen X, Gen Y, and Gen Z generational differences in each independent CSR factor of environment-related, human rights and labor, product-responsibility, community engagement, and governance CSR factors on employee job satisfaction (Al-Tawil et al., 2021; Becchetti et al., 2017; Cunha da Silva et al., 2015; Jain, 2018; Lup & Booth, 2019; Ng & Salamzadeh, 2020; McGlone et al., 2011; Partouche et al., 2020; Reisenwitz & Iyer, 2009; Shams et al., 2020; Tafolli & Grabner-Krauter, 2020; Valentine & Godkin, 2016; Wisse et al., 2018; Xie et al., 2020; Zainee & Puteh, 2020).

However, few research studies have explored how all five factors combined—environment, human rights and labor, product responsibility, community engagement, and corporate governance-related CSR— affect employees' job satisfaction. Furthermore, few studies have examined the differences of such impacts of the five factors among three generations – Gen X, Gen Y, and Gen Z employees.

Five central hypotheses were developed based on the reviewed literature to create a survey instrument aligned with the hypotheses. We use regression analysis to perform statistical analysis on the survey data collected from Amazon Mechanical Turk in August 2020 and college students in a public university. The empirical study investigated the impact of five CSR factors

on employee job satisfaction and the generational differences in employees' job satisfaction regarding the five CSR factors. The findings of this research add to the body of knowledge in management literature and can assist organizations with prioritizing CSR factors that impact employee job satisfaction across generations.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Environment-related CSR and Job Satisfaction

Pinzone et al. (2019) studied employers engaged in environmental improvements and greener businesses, and providing green training to motivate employees to engage in green-related behaviors impacts employee job satisfaction. Two-hundred sixty participants of health care professionals from 8 occupational categories were selected to complete a survey. Based on the results of the collected data, it was found that green training for healthcare professionals not only had a positive effect on their job satisfaction but also that employees had a better understanding of their behaviors both inside and outside the hospital environment. After obtaining the necessary environmental awareness and professional knowledge through green training, employees increased their awareness of the importance of adopting environmental activities within the organization.

Newsham et al. (2018) conducted a study to identify the differences in outcomes between employees working in green-certified organizations versus those working in conventional buildings. The study analyzed archival data from one large Canadian financial private-sector organization's records. The final dataset for analysis consisted of ten Leadership in Energy and Environmental Design (LEED) certified buildings and ten conventional buildings with 14,569 individual employees. The researchers found job satisfaction was higher for employees in green-certified buildings than those in conventional buildings. As a result of prior research, we hypothesize the following:

Hypothesis 1a – Environment-related CSR is directly related to job satisfaction among employees.

Environment-related CSR, Job Satisfaction, and Employee Generation

Wisse et al. (2018) studied age as a potentially crucial moderator in the relationship between CSR and employee satisfaction. Five hundred employees from 58 diverse industries in the Netherlands participated in an online business experiment. A regression was performed with CSR (0=low CSR; 1=high CSR), the standardized measure of employee chronological age and interaction as predictors, and employee satisfaction as the dependent variable. Wisse et al. (2018) found that participants experienced higher satisfaction when working in a socially responsible organization.

Zainee and Puteh (2020) studied the importance of corporate social responsibility, including ethical and philanthropic responsibilities, on employee retention among Generation Y in the accounting profession. Employee retention is derived from employee engagement and job

satisfaction concepts (Zainee & Puteh, 2020). Philanthropic responsibilities include environmental CSR factors of giving back to the environment and environmental protection. A questionnaire was administered to 377 Gen Y accounting professionals in Klang Valley, Malaysia. A correlation analysis and multiple regression analysis revealed a significant relationship between philanthropic responsibilities and retention, hence, job satisfaction of Gen Y accountants (Zainee & Puteh, 2020). As a result of prior research, we hypothesize the following:

Hypothesis 1b – Generation moderates the effect of environment-related CSR on employees' job satisfaction in the workplace, such that environment-related CSR is more positively related to the job satisfaction of younger generations.

Human Rights & Labor-related CSR and Job Satisfaction

Marshall (2020) researched the impact of organizations implementing a workplace wellness program for their employees and whether it improved their health and employee job satisfaction. The survey participants comprised 200 contracted food service employees, ranging from entry-level positions to senior managers who provide services to higher education organizations. The study results statistically show that workplace wellness program plans can improve employees' health and increase job satisfaction, thereby keeping employees in the organization.

Using five dimensions, Chan and Mohd Hasan (2019) employed a cross-sectional correlational survey design and multistage sampling to determine the relationship between corporate social responsibility and job satisfaction. The study included 285 academic and nonacademic professionals at a public university in Malaysia. Using an ANOVA test for regression analysis, the researchers found that human rights and labor CSR factors are significantly related to employees' job satisfaction. As a result of these studies, we hypothesize:

Hypothesis 2a: Human rights and labor-related CSR are positively related to employees' job satisfaction.

Human Rights & Labor-related CSR and Job Satisfaction, and Employee Generation

Since the middle of the 20th century, the proportion of laborers joining trade unions and the participation rate of trade union members has declined. The quantitative research conducted by Smith and Duxbury (2019) involved statistical analysis of survey data to determine the possible differences in attitudes towards and against unions among Baby Boomers, Gen X, Y, and Z. The survey results found that the older generations are more supportive of trade unions than the younger generations.

Harvey et al. (2002) studied safety culture in organizational environments that can influence behavior in the nuclear industry. A questionnaire was conducted on safety attitudes and values among 1,550 employees of two nuclear power plants in the UK. The data distinguished three employee groups with two or more safety cultures in the organization regarding training

and teamwork. The analysis showed that the six factors shared by the factory floor and the management team are related to management style, communication, responsibility, commitment, risk-taking, job satisfaction, and risk awareness. As a result of previous studies, we hypothesize the following:

Hypothesis 2b: Generations moderate the effect of human rights and labor-related CSR on employees' job satisfaction in the workplace, such that human rights and labor-related CSR is more positively related to job satisfaction of the older generation.

Product Responsibility-related CSR and Job Satisfaction

Frey et al. (2013) studied the role of professional service customers as an indicator of employees' job satisfaction. The researchers conducted a dyadic field study using responses from participants of professional services firms. The data came from 172 respondents using a scenario-based experiment setting. There were 112 responses as part of the dyadic data set. A multivariate analysis of variance (MANOVA) identified a significant relationship between customer satisfaction and employee job satisfaction.

Sharma and Mani (2012) researched if bank productivity derives from the various products and services launched or the employees providing these services to customers. The research drew data using a sample of 3,000 employees in India working at various private, public, and foreign banks. The research findings revealed that the higher the employee job satisfaction, the better the service quality; thus, employee job satisfaction correlates to customer satisfaction and bank productivity. As a result of these findings, we hypothesize the following:

Hypothesis 3a: Product responsibility-related CSR is positively related to the job satisfaction of employees.

Product Responsibility-related CSR, Job Satisfaction, and Employee Generation

Partouche et al. (2020) studied the effect of cause-related marketing (CRM) campaigns on Gen Y. The research findings indicated that more than 60% of Gen Y prefer brands such as CRM campaigns that fight for their causes and brands that support such causes. The two-way ANOVA displayed positive attitudes in the advertisement of products that present a promotional CRM message.

Xie et al. (2020) researched the health/risk perceptions and attitudes towards health/risk foods in the immediate context of a food crisis. The data was collected from 1,008 people in January 2020 to explore the different opinions of each generation on organic food and game meat. Gen Y and Z had a more negative attitude towards game meat than Gen X, while Gen X and Y found organic food of more importance the Gen Z due to their nutritional and medicinal values. As a result of these findings, we hypothesize the following:

Hypothesis 3b: Generations moderate the effect of product responsibility-related CSR on employees' job satisfaction in the workplace, such that product responsibility-related CSR is more positively related to job satisfaction of older generations.

Community Engagement-related CSR and Job Satisfaction

Singhapakdi et al. (2019) researched whether entities engaged in perceived CSR activities impacted job satisfaction and the employee's workplace experience. The study defined CSR values as an employee's perceived commitment to society's welfare and to socially responsible decisions. A questionnaire was used to survey 820 employees of different occupations from six companies in Thailand. Findings revealed that 86% of employees perceived organization CSR values correlated with job satisfaction.

Mascarenhas et al. (2020) studied the impact of an organization's CSR activities on employees' job satisfaction. Data was collected from 171 questionnaires distributed to teaching and nonteaching staff at a university in northern Portugal. The results were analyzed using the partial least squares structural equation modeling approach. A social dimension of CSR was measured in the study, such as an organization's contribution to the well-being of society through cultural and charitable projects and encouraging employees to participate in volunteering activities. The study results showed that employees' job satisfaction was positively influenced by an organization's CSR activities, such as their commitment to the welfare of society. As a result of these findings, we hypothesize the following:

Hypothesis 4a: If an organization practices more community engagement-related CSR, then the job satisfaction of employees will be higher.

Community Engagement-related CSR, Job Satisfaction, and Employee Generation

Lup and Booth (2019) studied the work-related experience of employees participating in community volunteer service and employee job satisfaction. The survey results were from a sample of participants who were asked about their donation time and voluntary behavior. The research revealed that job satisfaction had a positive impact on employees' engagement in the community in the form of volunteering. Findings also concluded that Gen Y employees were less likely to participate in voluntary service than Gen X.

Cunha da Silva et al. (2015) researched the drivers of organizational commitment for Gen X, Y, and Z at 394 organizations in Brazil. One of the nine constructs studied was societal responsibility, such as the organizations' initiatives within the community and volunteer programs. There were 102,540 respondents in the study, and the relationships were tested using regression analyses. Findings identified a significant positive relationship between all three generations, societal responsibility, and job satisfaction. However, Gen X considered societal responsibility among the top 3 constructs in organizational commitment and job satisfaction. As a result of these studies, we hypothesize:

Hypothesis 4b: Generations moderate the effect of community engagement-related CSR on employees' job satisfaction in the workplace, such that community engagement-related CSR is more positively related to the job satisfaction of older generations.

Corporate Governance-related CSR and Job Satisfaction

Tafolli and Grabner-Krauter (2020) studied perceived CSR within an organization and the relationship between ethical leadership, corruption, and employee job satisfaction. A Questionnaire was distributed to 434 individuals working at public and private organizations in Kosovo. A Pearson correlation matrix showed that organizations with a higher perceived ethical leadership led to higher employee job satisfaction. In addition, the research found that job satisfaction and perceived organizational corruption were negatively correlated.

Valentine and Godkin (2016) researched the impact of employers that use different ethical policies and corporate social responsibility toward their employees to identify employee attitudes toward work. The research aimed to determine how ethical training and developing socially responsible ethical work standards can promote positive thinking about work and employee job satisfaction. The data collected information from 781 individuals working in an education-based health science center. The research findings revealed that employee job satisfaction and work attitude were identified after several hours of ethics training and standard ethics guidelines. As a result of these findings, we hypothesize the following:

Hypothesis 5a: If an organization practices more corporate governance-related CSR, then the job satisfaction of employees will be higher.

Corporate Governance-related CSR, Job Satisfaction, and Employee Generation

Becchetti et al. (2017) researched which corporate responsibility (CR) factors were related to corporate governance or environmental issues. The study consisted of a questionnaire distributed among university students attending the Faculty of Economics of Tor Vergata. The results found that environmental (renewable energy) and labor (health and safety at work) issues scored significantly higher than customer satisfaction, corporate governance, and animal testing. In addition, because of their attitudes toward social and environmental issues. However, Gen Y was likelier to find jobs with companies with shared corporate governance-related values.

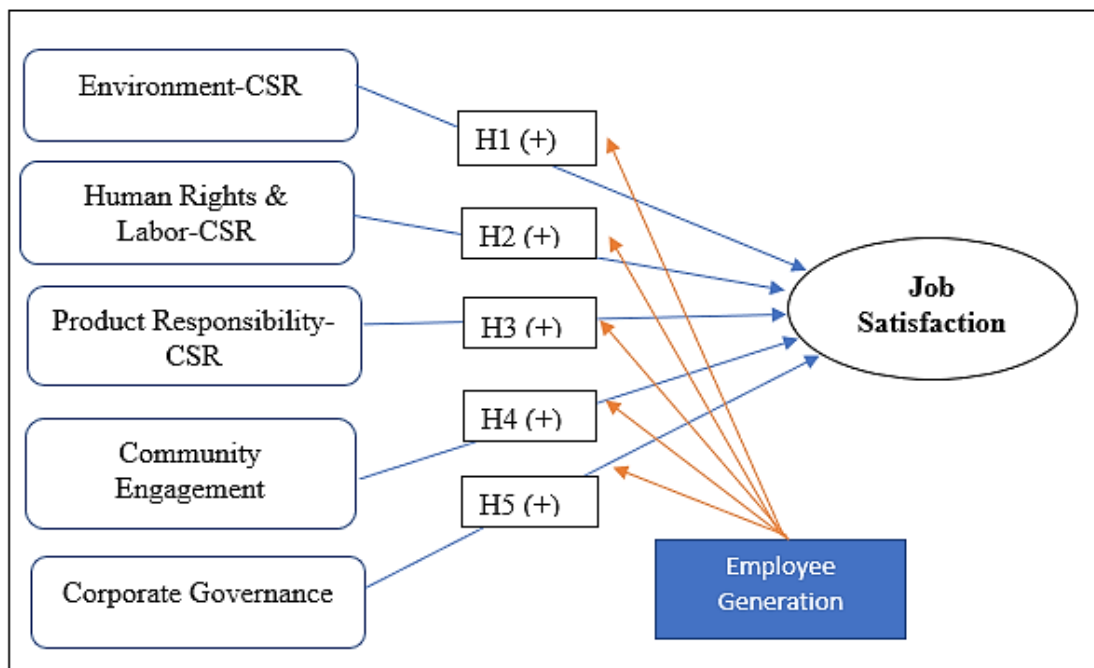
McGlone et al. (2011) researched an organization's strategic plan and the organization's ability to attract and retain Gen Y employees. The researchers investigated Gen Y attitudes and the correlation between these attitudes and their willingness to work for organizations that prioritize corporate social responsibility. Nine non-profit executives explained the company's CSR ideology in both for-profit and non-profit organizations. The results showed that Gen Y employees were likelier to work and stay in companies focusing on corporate responsibility. As a result of these findings, we hypothesize the following:

Hypothesis 5b: Generations moderate the effect of corporate governance-related CSR on employees' job satisfaction in the workplace, such that corporate governance-related CSR is more positively related to the job satisfaction of younger generations.

METHODOLOGY

In the previous section, we developed five research hypotheses about employees' job satisfaction in the workplace and modifications by generation. Based on these hypotheses, we have developed a research framework shown in Figure 1 – Conceptual Model.

Figure 1. Conceptual Model



Job Satisfaction Variable

Job satisfaction was used as the dependent variable in this study. Spector (1985) reviewed significant and essential literature in the study of job satisfaction. The scale measured nine aspects concerning job satisfaction that were chosen from the literature review on the dimensions of job satisfaction. The nature of satisfaction means that a person will continue to engage in a satisfactory job or quit an unsatisfactory job. This study assessed the feeling of work and measured it individually. Job satisfaction is derived from the facets of the job compared to an employee's expectations. The literature assessed job satisfaction resulting from employees' attitudes, as shown relative to an individual's behavior. Factors correlated with satisfaction included withdrawal behavior, turnover, absenteeism, and withdrawal intentions. We used three

items from Spector (1985) to measure employees' satisfaction with their jobs. The three items in our study were as follows:

- In general, I do not like my job (reverse coded).
- All in all, I am satisfied with my job.
- In general, I like working here.

Environment-related CSR Variable

Woo (2013) developed the Environmental-related CSR variable using the Global Reporting Initiative (2021). This variable was measured by three items from Woo (2013). Among the variables, he includes five dimensions: environment, human rights and labor, product responsibility, social and economic. Among the five dimensions, we selected the environment dimensions to measure the environment-related CSR variable in this study. Woo and Jin (2012) described the environmental dimension as material use, energy use, water use, biodiversity, emissions, effluents and wastes, environmentally friendly products and services, and emissions from transportation. The three items in our study were as follows:

I think the company I work for tries to:

- Take care of water, energy, and material uses.
- Minimize pollution when producing products/services.
- Invest in protecting the environment.

Human Rights and Labor-related CSR Variable

Woo (2013) developed the Human Rights and Labor-related CSR variable using the Global Reporting Initiative (2021). This variable was measured by three items from Woo (2013). Among the variables, he includes five dimensions: environment, human rights and labor, product responsibility, social and economic. Among the five dimensions, we picked the human rights and labor dimensions to measure the human rights and labor-related CSR variable in this study. Woo and Jin (2012) described the human rights and labor dimension as non-discrimination, freedom of association and collective bargaining, child labor, forced and compulsory labor, security practices, and indigenous rights. The three items in our study were as follows:

- Protect human rights at workplaces
- Allow the freedom of labor unions and forbid discrimination
- Clarify health care benefits for employees

Product Responsibility-related CSR Variable

Woo (2013) developed the Product Responsibility-related CSR variable using the Global Reporting Initiative (2021). This variable was measured by two items from Woo (2013). Among the variables, he includes five dimensions-environment, human rights and labor, product responsibility, social and economic. Among the five dimensions, we picked the product responsibility dimensions to measure this study's product responsibility-related CSR variable.

Woo and Jin (2012) described the product responsibility dimension as customer health and safety, honest product labeling, considerable marketing communication, customer privacy, and compliance with regulations. The two items in our study were as follows:

- Clearly, label/explain products/services for customers.
- Take care of customer complaints

Community Engagement-related CSR Variable

Woo (2013) developed the CSR variable using the Global Reporting Initiative (2021). This variable was measured by two items from Woo (2013). For the variable, he included five dimensions: environment, human rights and labor, product responsibility, social and economic. We picked one item from the social and economic dimensions among the five dimensions. With the two items, we created a new variable, community engagement. Woo and Jin (2012) and Woo (2013) described the social dimension with community engagement-related items such as local community welfare. They also described the economic dimension with community engagement-related items such as indirect societal impacts. We picked those two items as a proxy to measure the community engagement variable. The two items in our study were as follows:

- Invest in developing local community welfare
- Consider the indirect impacts of marketing programs on society

Corporate Governance-related CSR Variable

Woo (2013) developed the Corporate Governance-related CSR variable using the Global Reporting Initiative (2021). This variable was measured by two items from Woo (2013). For the variable, he included five dimensions: environment, human rights, and labor, product responsibility, social and economic. We picked one item from the social and economic dimensions among the five dimensions. With the two items, we created a new variable, corporate governance. Woo and Jin (2012) and Woo (2013) described the social dimension with corporate governance-related items such as avoiding corruption in business. They also described the economic dimension of corporate governance-related items, such as providing company financial information to the public. We selected those two items as a proxy to measure the community engagement variable. The two items in our study were as follows:

- Avoid corruption in business
- Provide the company's financial information to the public

Gen Z, Gen Y, and Gen X

Dhopade (2016) defines Gen Z as employees born between 1993 and 2011. Other studies described Gen Z as people born after 1994 (Batech, 2019), born between 1995 to 2015 (Kasasa, 2020), born between 1996 to 2010 (Brown et al., 2019), or born between 1997 and 2013 (Schroth, 2019). In short, most documents indicate that Gen Z employees were born between 1993 and 1997. Using a median value from 1993 to 1997 for the beginning of Gen Z employee

birth year appeared fair. Therefore, this study used the median value, 1995. Thus, employees were categorized into three generations in this study as of August 2020, as follows:

- Gen Z: 18 to 24 years old
- Gen Y: 25 to 39 years old
- Gen X: 40 to 55 years old

Regression Model

This study proposed building a model on job satisfaction using regression analysis. Job satisfaction was used as the dependent variable in the proposed regression model, and five CSR factors, including environment, human rights and labor, product responsibility, community engagement, and corporate governance, are used as independent variables. The multiple regression model is expressed as follows:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where Y_1 = Job Satisfaction

X_1 = Environment-related CSR (ENV)

X_2 = Human Rights and Labor-related CSR (HRL)

X_3 = Product Responsibility-related CSR (PR)

X_4 = Community Engagement-related CSR (CE)

X_5 = Corporate Governance-related CSR (CG)

Sample Data

This research created and used a survey questionnaire to measure the variable items based on the literature, as shown in the summary table. The questionnaire was posted on Google Forms. Survey data were collected using Amazon Mechanical Turk. The three conditions required for the study were that Amazon Mechanical Turk workers be employed between the ages of 18 to 55 and comprised of equal sampling among the three generations – Gen Z, Gen Y, and Gen X. The survey ran in the third week of April 2020 and received 220 responses. During the fourth week of August 2020, the survey was rerun. The second survey collected 350 responses. In addition, we collected 51 surveys from senior students and MBA students in a public university in the New England region. In sum, we collected 621 valid responses. We deleted nine repeated responses and 24 responses with multiple missing values, which resulted in 588 responses. In addition, from the 588 responses, we used the items with reverse codes and identified 42 inadequate responses. In total, 546 sample cases were used in this research.

RESULTS

The sample data included 546 responses from the online survey via Amazon Mechanical Turk. Table 1 reported the sample data of 136 responses from Gen Z employees (24.9%), 307 from Gen Y (56.2%), 87 from Gen X (15.9%), and 16 from Boomers (2.9%)

	Frequency	Percent
Gen Z (18 to 24)	136	24.9
Gen Y (25 to 39)	307	56.2
Gen X (40 to 55)	87	15.9
Boomers (>= 56)	16	2.9
Total	546	100.0

Descriptive Statistics & Correlation Analysis Results

Descriptive statistics showed the mean averages of all the variables were above 4.5 on 1 to 7 Likert scale data (1 = strongly disagreed and 7 = strongly agreed). The job satisfaction variable (5.272±1.650), HRL variable (5.334±1.324), PR variable (5.664±1.139), and CG variable (5.082±1.358) were above 5 on average. The averages of the ENV variable (4.535±1.584) and CE variable (4.807±1.538) were close to 5.

Data showed that correlations between the job satisfaction variable and each of the five CSR variables were statistically significant ($p < 0.001$). The job satisfaction variable was highest correlated with HRL ($R^2 = 0.515$), followed by ENV ($R^2 = 0.406$), CE ($R^2 = 0.406$), CG ($R^2 = 0.397$), and PR ($R^2 = 0.376$). Table 2 reported the descriptive statistics and correlations.

	Mean	SD	N	(1)	(2)	(3)	(4)	(5)	(6)
(1) JS	5.272	1.650	546	1					
(2) X1_ENV	4.535	1.584	546	.406***	1				
(3) X2_HRL	5.334	1.324	546	.515***	.540***	1			
(4) X3_PR	5.664	1.139	546	.376***	.263***	.533***	1		
(5) X4_CE	4.807	1.538	546	.406***	.644***	.665***	.366***	1	
(6) X5_CG	5.082	1.358	546	.397***	.487***	.623***	.449***	.666***	1
#p < 0.10, *p < 0.05, **p < 0.01, ***p < 0.001									

Regression Model for All Generations

The following regression model tested all data (N=546) and included five independent variables - ENV, HRL, PR, CE, and CG to estimate the dependent variable, job satisfaction (JS). The model was statistically significant [$R^2 = .306$, $R^2_{adj} = .299$, $F(5,540) = 47.533$, $p < .001$]. As shown in Table 3a, ENV, HRL, and PR were statistically significant to JS ($p \leq .001$). CE and CG had no statistical significance. HRL had the most impact on JS, according to the standardized regression coefficient *BETA* (.313), followed by ENV (.176) and PR (.138). No serious multicollinearity was present in the regression model because all variance inflation factors (VIFs) were less than 10 (Vittinghoff et al., 2012), and the condition index (CI) was less than 30

(Kennedy, 2003). Table 3a reported the results of the regression model for all generation employees.

Table 3a						
Regression Model Results for All Generations						
DV = JS; $R^2 = .306$, $R^2_{adj} = .299$, $F(5,540) = 47.533$, $p < .001$; CI = 18.646; N = 546						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	.893	.324		2.757	.006	
X1_ENV	.184	.050	.176	3.681	<.001	1.784
X2_HRL	.390	.069	.313	5.673	<.001	2.370
X3_PR	.200	.063	.138	3.200	.001	1.454
X4_CE	-.006	.062	-.006	-.099	.921	2.636
X5_CG	.071	.063	.058	1.123	.262	2.086

Note: DV = Dependent Variable; CI = Condition Index, B = Regression Coefficient, SE = Standard Error, BETA = Standardized Regression Coefficient, VIF = Variance Inflation Factor

Best-Fit Regression Model for All Generations

This study developed the best-fit regression model for all employee generations, using the stepwise method for further analysis. The results identified the best-fit model was a regression model with only three independent variables – ENV, HRL, and PR because it had the highest adjusted R^2 (0.300). The best-fit model was statistically significant [$R^2 = 0.304$, $R^2_{adj} = 0.300$, $F(3, 541) = 78.849$, $p < 0.001$]. Job satisfaction was significantly related to ENV ($p < 0.001$), HRL ($p < 0.001$), and PR ($p < 0.001$). According to the *BETA*, ENV impacted employees' JS the most (0.335), followed by HRL (0.187), and PR (0.148). No serious multicollinearity was present in the model [VIFs < 5; CI = 15.008]. Table 3b provides the best-fit model results.

Table 3b						
Best-Fit Regression Model Results for All Data						
DV = JS; $R^2 = .304$, $R^2_{adj} = .300$, $F(3,541) = 78.849$, $p < .001$; CI = 15.008; N = 546						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	.950	.320		2.969	.003	
X1_ENV	.417	.061	.335	6.889	<.001	1.838
X2_HRL	.195	.044	.187	4.384	<.001	1.413
X3_PR	.215	.061	.148	3.493	<.001	1.399

Regression Analysis for Gen X Employees

The regression model for Gen X employees was statistically significant [$R^2 = .391$, $R^2_{adj} = .353$, $F(5,81) = 10.399$, $p < .001$; N = 87]. ENV and PR were found to be statistically significant to Gen X's job satisfaction ($p < .05$). HRL was marginally significantly related to Gen X's job satisfaction ($p < .10$). Two other independent variables, CE and CG were not statistically significant among Gen X. According to *BETA*, ENV (.335) had most impacts on JS, followed by

HRL (.284) and PR (.208). No serious multicollinearity was present [VIFs < 5; CI = 22.361]. Table 4a exhibits the regression model results for Gen X employees.

Table 4a						
Regression Model Results for Gen X Employees						
DV = JS; $R^2 = .391$, $R^2_{adj} = .353$, $F(5,81) = 10.399$, $p < .001$; CI = 22.361; N = 87						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	-.351	1.033		-.340	.735	
X1_ENV	.366	.128	.335	2.860	.005	1.8296
X2_HRL	.361	.190	.284	1.896	.062	2.991
X3_PR	.411	.195	.208	2.110	.038	1.291
X4_CE	.013	.166	.011	.080	.937	2.617
X5_CG	-.088	.174	-.069	-.507	.614	2.497

The best-fit model for Gen X employees was statistically significant [$R^2 = 0.389$, $R^2_{adj} = 0.367$, $F(3, 81) = 17.614$, $p < 0.001$; N = 87]. ENV ($p = .003$), HRL ($p = .037$) and PR ($p = .037$) were statistically significant. No serious multicollinearity was present in the best-fit model [VIFs < 5; CI = 18.107]. Table 4b exhibits the best-fit model results for Gen X employees.

Table 4b						
Best-Fit Regression Model Results for Gen X Employees						
DV = JS; $R^2 = .389$, $R^2_{adj} = .367$, $F(3,81) = 17.614$, $p < .001$; CI = 18.107; N = 87						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	-.415	1.014		-.410	.683	
X1_ENV	.359	.147	.329	3.113	.003	1.519
X2_HRL	.311	.115	.245	2.124	.037	1.812
X3_PR	.407	.192	.206	2.114	.037	1.285

Regression Analysis for Gen Y Employees

The regression model for Gen Y employees was statistically significant [$R^2 = .285$, $R^2_{adj} = .274$, $F(5,303) = 24.041$, $p < .001$; N = 307]. HRL and PR were significantly related to JS ($p < .001$). ENV, CE, and CG were not statistically significant. According to *BETA*, HRL (.275) had most impacts on JS, followed by PR (.204). No serious multicollinearity was present in the model [VIFs < 5; CI = 19.310]. Table 5a exhibits the regression model results.

Table 5a						
Regression Model Results for Gen Y Employees						
DV = JS; $R^2 = .285$, $R^2_{adj} = .274$, $F(5,303) = 24.041$, $p < .001$; CI = 19.310; N = 307						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	1.060	.416		2.546	.011	
X1_ENV	.100	.067	.102	1.489	.137	1.1968
X2_HRL	.328	.087	.275	3.753	<.001	2.259
X3_PR	.273	.080	.204	3.397	<.001	1.516
X4_CE	.015	.084	.014	.175	.862	2.804
X5_CG	.083	.079	.070	1.055	.292	1.841

The stepwise method-based best-fit model was statistically significant [$R^2 = 0.282$, $R^2_{adj} = 0.275$, $F(3, 303) = 39.644$, $p < 0.001$; CI = 15.110]. HRL and PR were strongly significant ($p < .001$), while ENV was significant ($p < .05$). No serious multicollinearity was present in the best-fit model [VIFs < 5; CI = 19.310]. Table 4-5b exhibits the best-fit model results for Gen Y employees.

Table 5b						
Best-Fit Regression Model Results for Gen Y Employees						
DV = JS; $R^2 = .282$, $R^2_{adj} = .275$, $F(3,303) = 39.644$, $p < .001$; CI = 15.110; N = 307						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	1.165	.406		2.868	.004	
X1_ENV	.122	.057	.125	2.166	.031	1.410
X2_HRL	.360	.079	.301	4.530	<.001	1.864
X3_PR	.294	.078	.220	3.778	<.001	1.425

Regression Analysis for Gen Z Employees

The multiple regression model for Gen Z employees was statistically significant [$R^2 = 0.400$, $R^2_{adj} = 0.376$, $F(5, 130) = 17.301$, $p < .001$]. ENV ($p = .003$) and HRL ($p < .001$) were significantly related to JS, while other independent variables (PR, CE, CG) showed no statistical significance. According to *BETA*, HRL had the most impact on employee JS (0.488), followed by ENV (0.257). No serious multicollinearity was present in the model [VIFs < 5; CI = 17.409]. Table 6a exhibits the results on Gen Z employee data.

DV = JS; $R^2 = .400$, $R^2_{adj} = .376$, $F(5,130) = 17.301$, $p < .001$; CI = 17.409; N = 136						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	.713	.599		1.189	.236	
X1 ENV	.291	.095	.257	3.044	.003	1.544
X2 HRL	.636	.14	.488	4.547	<.001	2.493
X3 PR	-.008	.117	-.006	-.067	.946	1.485
X4 CE	-.103	.116	-.097	-.886	.377	2.614
X5 CG	.083	.137	.067	.609	.544	2.597

Note: DV = Dependent Variable; CI = Condition Index, B = Regression Coefficient, SE = Standard Error, BETA = Standardized Regression Coefficient, VIF = Variance Inflation Factor

The best-fit regression model for Gen Z employees was statistically significant [$R^2 = 0.396$, $R^2_{adj} = 0.387$, $F(2, 130) = 43.539$, $p < .001$]. , shows which independent variables are most important to job satisfaction among Gen Z. The independent variable determined to have the strongest correlation to job satisfaction among Gen Z employees is human rights and labor-related CSR according to the p-value of $< .001$ and standardized regression coefficient BETA of .471. The model also shows that environment-related CSR is significant to the job satisfaction of Gen Z employees ($p = .002$). The best-fit model No serious multicollinearity was present in the model [VIFs < 5 ; CI = 9.800]. Table 6b exhibits the best-fit model results.

DV = JS; $R^2 = .396$, $R^2_{adj} = .387$, $F(2, 130) = 43.539$, $p < .001$; CI = 9.800; N = 136						
	B	SE	BETA	t-statistic	p-value	VIF
(Constant)	.772	.484		1.595	.113	
X1 ENV	.275	.088	.244	3.137	.002	1.328
X2 HRL	.614	.101	.471	6.067	<.001	1.328

DISCUSSION

Evidence supported Hypothesis 1a – Environment-related CSR results that environment-related CSR was significantly related to job satisfaction ($p < .001$). The results were consistent with the literature that supported the claim that environment-related CSR positively impacted job satisfaction (Pinzone et al., 2019; Newsham et al., 2018; Pankaj & Vijay, 2015). Most research identified job satisfaction as positively impacted by an organization's contribution to the environment and commitment to greener practices in the workplace. As more organizations promote green practices in the workplace and positively contribute to the environment, employees find more value in these organizations than those that do not implement environment-related CSR practices. Therefore, the connection between personal and organizational values will increase employee job satisfaction.

Evidence did not support Hypothesis 1b – Environment-related CSR was positively related to job satisfaction, but environment-related CSR was not more significantly related to the job satisfaction of younger generations than the older generation. The regression analysis results identified that environment-related CSR was most significantly related to job satisfaction among Gen Z ($p = .003$) and Gen X ($p = .005$), with no significant correlation to the job satisfaction of Gen Y. The results were inconsistent with the literature which supported the claim that environment-related CSR has a more significant impact on the job satisfaction of younger generations than older generations (Rank & Contreras, 2021; Wisse et al., 2018; Zainee & Puteh, 2020; Jain, 2018). The differences may be attributed to our sample data. Prior research focused on job satisfaction among Gen Y employees, while our study incorporated results from three generations: Gen X, Gen Y, and Gen Z.

Evidence supported Hypothesis 2a – Human rights and labor-related CSR were positively related to job satisfaction among employees in the workplace. The results identified that human rights and labor-related CSR were significantly related to job satisfaction ($p < .001$). The results were consistent with the previous literature (Marshall, 2020; Chan & Mohd Hasan, 2019; Regmi et al., 2009). This study and previous studies demonstrate the importance of human rights and labor-related CSR in the workplace. In recent years, organizations have changed to become more diverse and inclusive, an important factor influencing employees' satisfaction and whether they choose to remain at their current organization.

The evidence does not support Hypothesis 2b – Human rights and labor-related CSR is not more significantly related to the job satisfaction of the older generations than younger generations. The results showed that human rights and labor-related CSR is most significant to Gen Y and Gen Z ($p < .001$), while it is only marginally significant to Gen X ($p = .062$). The results were inconsistent with the previous literature (Smith & Duxbury, 2019; Zainee & Puteh, 2020; Harvey et al., 2002). Previous literature found that human rights and labor-related CSR were more positively related to the older generation than the younger generation, and the overall findings for Gen Y were insignificant. We attributed the difference to the characteristics of human rights and labor-related CSR used in determining employees' levels of job satisfaction. The CSR initiatives that may be important to one generation may not be as important to another.

Evidence supports Hypothesis 3a – Job satisfaction was positively related to product responsibility-related CSR. The results show that job satisfaction is significantly related to product responsibility ($p < .001$). Our results are consistent with the literature that supports the claim that product responsibility positively impacts job satisfaction (Akabanda et al., 2017; Frey et al., 2013; Sharma & Mani, 2012). With numerous studies showing that a company's CSR practices significantly positively influence its employees, we attributed that when companies fulfill their employees' expectations regarding product responsibility-related CSR, they can achieve better work attitudes that will result in employees' job satisfaction in the workplace.

Evidence does not support Hypothesis 3b – Product responsibility-related CSR is not more positively related to employee job satisfaction of older generations. Our study found that job satisfaction is more positively related to product responsibility-related CSR among Generation Y ($p < .001$) than Gen X. The results are inconsistent with the literature (Partouche et al., 2020; Shams et al., 2020; Xie et al., 2020) that supports the claim that product responsibility-

related CSR positively impacts job satisfaction among the older generation (Gen X). There is no evidence to support product responsibility-related CSR on job satisfaction of the younger generations (Gen Y and Z) employees.

Evidence does not support Hypothesis 4a - Community engagement-related CSR did not significantly impact employees' job satisfaction. The results showed that community engagement-related CSR is not statistically significant to job satisfaction ($p = .921$). Our results are inconsistent with previous studies on community engagement-related CSR participation. Research has shown that employees are more likely to join organizations whose values are consistent with their values (Singhapakdi et al., 2019). The difference may be attributed to our survey data. The survey participants could work in business organizations that do not provide or engage in corporate social responsibility activities, and therefore, data should have been collected from employees who work for employers who engage in corporate social responsibility activities.

Evidence does not support Hypothesis 4b - The results revealed that job satisfaction is not significantly related to community engagement-related CSR among older generations. Our results are inconsistent with prior studies; a review of previous literature led to mixed results (Lup & Booth, 2019; Cunha da Silva et al., 2015; Reisenwitz & Iyer, 2009). Prior research reported that most of the older generation were satisfied in the workplace when organizations were more positively related to community engagement and positive contributions to the surrounding community.

Evidence does not support Hypothesis 5a – Job satisfaction was not higher in organizations that practice increased corporate governance-related CSR. Increased corporate governance-related CSR had no statistical significance on job satisfaction ($p = .262$). Our results are inconsistent with studies on corporate governance-related CSR about employees having a positive work attitude and being satisfied with continuing to work in the current company after experiencing several hours of ethics training and standard ethics guidelines (Tafolli and Gragner-Krauter 2020).

Evidence does not support Hypothesis 5b – Corporate governance-related CSR did not significantly impact job satisfaction among the generations. The results showed no statistical significance between corporate governance-related CSR and job satisfaction among Gen X ($p = .614$), Gen Y ($p = .292$), or Gen Z ($p = .544$). Our results are inconsistent with the prior studies; a review of previous literature led to mixed results. Ng and Salamzadeh (2020) found that perceived ethical leadership was not significantly related to intention to stay or job satisfaction among Gen Y, which agrees with the result of our study that showed no significant correlation between Gen Y and corporate governance-related CSR. However, Becchetti et al. (2017) and McGlone et al. (2011) found that Gen Y was concerned with their organizations' CSR initiatives and aligned values, which is inconsistent with the results of our study. Table 7 exhibits the summary of findings.

Table 7
Summary of Findings

Hypothesis	DV	IV	Moderator	Explanation
H1a	JS	ENV	None	Supported; $p < .001$ in the correlation, $p < .001$ in the regression model.
H1b	JS	ENV	Generation	Not supported; $p < .001$ in the correlation, but $p = .005$ in the regression model for Gen X, and $p = .137$ for Gen Y. Gen Z showed significance with $p = .003$.
H2a	JS	HRL	None	Supported; $p < .001$ in the correlation, $p < .001$ in the regression model.
H2b	JS	HRL	Generation	Not supported; $p < .001$ in the correlation, but $p < .001$ in the regression model for Gen Y and Z. Gen X showed moderate significance with $p = .062$.
H3a	JS	PR	None	Supported; $p < .001$ in the correlation, $p < .001$ in the regression model.
H3b	JS	PR	Generation	Not supported; $p < .001$ in the correlation, but $p = .038$ in the regression model for Gen X and $p = .946$ for Gen Z. Gen Y showed significance with $p < .001$.
H4a	JS	CE	None	Not supported; $p < .001$ in the correlation, but $p = .092$ in the regression model.
H4b	JS	CE	Generation	Not supported; $p < .001$ in the correlation, but $p = .937$ in the regression model for Gen X, $p = .862$ for Gen Y and $p = .377$ for Gen Z.
H5a	JS	CG	None	Not supported; $p < .001$ in the correlation, but $p = .262$ in the regression model.
H5b	JS	CG	Generation	Not supported; $p < .001$ in the correlation, but $p = .614$ in the regression model for Gen X, $p = .292$ for Gen Y and $p = .544$ for Gen Z.

CONCLUSION

This study found that environment-related, human rights and labor-related, and product responsibility-related CSR practices had the most influence on employee job satisfaction of all generations. The factors most significantly related to satisfaction among Gen X included environmental, human rights and labor, and product responsibility-related CSR. Job satisfaction among Gen Y was related to human rights and labor, product responsibility, and the environment, respectively. Only two CSR factors were significantly related to job satisfaction among Gen X: human rights and labor-related CSR and environment-related CSR. Community engagement and corporate governance-related CSR were not significantly related to job satisfaction among any of the generations.

Future studies could investigate how corporate social responsibility influences organizations in other ways. Only five independent CSR variables were utilized in the current study, whereas future studies could research other aspects or additional dimensions of corporate social responsibility. The sampling could be increased to reach a larger population, including more Gen X and Gen Z respondents. Future research could choose other moderators as a part of the study. Instead of evaluating generational differences in job satisfaction, the study could be

modified to a specific job industry, geographic location, or gender. Lastly, job satisfaction could be analyzed regarding the overall impact on organization productivity and employee turnover.

The research filled the gap in the literature by providing empirical evidence on which CSR-related factors contribute to job satisfaction among employees in the workplace. If an organization focuses on implementing corporate social responsibilities related to the environment, human rights and labor, and product responsibility, employees will be more satisfied, increasing productivity and reducing turnover. Those employees who are satisfied are likely to make positive contributions to the organization and remain committed to the organization.

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