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# The Influence of Perceived CSR Engagement on Millennial Employee Turnover Intentions

Joey Helton

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The Influence of Perceived CSR Engagement on Millennial Employee Turnover Intentions

by

Joey Helton

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree

Of

Executive Doctorate in Business

In the Robinson College of Business

Of

Georgia State University

GEORGIA STATE UNIVERSITY

ROBINSON COLLEGE OF BUSINESS

2017

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## ACCEPTANCE

This dissertation was prepared under the direction of the *JOEY D. HELTON* Dissertation Committee. It has been approved and accepted by all members of that committee, and it has been accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Business Administration in the J. Mack Robinson College of Business of Georgia State University.

Richard Phillips, Dean

## DISSERTATION COMMITTEE

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*Dr. Todd Maurer*

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*“Life is like riding a bicycle. To keep your balance, you must keep moving.”* – Albert Einstein

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## ABSTRACT

The Influence of Perceived CSR Engagement on Millennial Employee Turnover Intentions

by

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The purpose of this study was to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions. It was also the purpose of this study to examine the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. Both descriptive statistics and inferential statistics were used in this study. Descriptive statistics helped to understand the demographic information and the characteristics of the study variables. Based on the inferential statistics, when controlling for the gender and organizational characteristics, CSR related to shareholders ( $\beta=.23$ ,  $p=.002$ ) and environment ( $\beta=.45$ ,  $p<.001$ ) both contribute to the turnover intentions. Mediation analysis evaluating the potential mediating effect of the person-organization fit showed partial significance; the moderation analysis evaluating the potential mediating effects of employee generation showed significance ( $t_{577}=-2.43$ ,  $p<.001$ ). Further research should examine the biases of the data and ensure the elimination of any bias. Examining the constructs using a different type of culture (country) would also make a difference in terms of the outcome for certain analyses.

INDEX WORDS: Corporate Social Responsibility, Employee Turnover, Millennials



## **I Chapter I: Introduction to the Study**

### **I.1 Introduction**

Understanding of the factors associated with retention and turnover for Millennials is important for business managers, because of the high cost of turnover for organizations (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). Millennial workers account for an increasingly large proportion of the total workforce, and are expected to constitute over half the working population by 2020 (Allen, Allen, Karl, & White, 2015). It is therefore important for managers to understand the values and priorities for individuals in this generation of workers (Kaifi, Nafei, Khanfar, & Kaifi, 2012).

### **I.2 Background**

The Millennial generation, which includes persons born between 1981 and 2000, is increasingly assuming a larger proportion of the working population (Kaifi et al., 2012). As Millennials integrate into the working world, a collection of negative stereotypes about this generation has circulated in the popular press and to a certain degree within the research literature (Thompson & Gregory, 2012). According to common stereotypes about Millennials, they experience a greater sense of entitlement as the result of being rewarded uniformly without regard for accomplishment during their childhoods and youths (Allen et al., 2015). Millennial workers have also been described as needy and narcissistic, possibly resulting from being raised to have high expectations for feedback and praise (Thompson & Gregory, 2012).

Researchers have emphasized the importance of scientifically studying generational differences in workers, so that managers understand the actual values and priorities of Millennial workers rather than simply judging them according to stereotypes (Ng & McGinnis Johnson, 2015; Thompson & Gregory, 2012). Consistent with stereotypes, researchers such as

Allen et al. (2015) have found evidence to indicate higher levels of entitlement among Millennials compared with older workers. Ertas (2015) found that Millennials were significantly more likely to report turnover intentions in the next year compared with older workers, with 31% of Millennials and 24% of older workers reporting turnover intentions. Although the documented tendency of Millennials to change jobs more frequently compared with workers of other generations has contributed to a stereotype of this generation as being disloyal to employers, Ng and McGinnis Johnson (2015) found in a literature review that Millennial workers may change jobs more frequently because they are seeking positions that meet their high expectations in areas such as pay, benefits, and meaningfulness of work.

Although Millennials placed high value on extrinsic job rewards such as salary, finding meaningful work was also important to them (Ng & McGinnis Johnson, 2015). In contrast to stereotypes of Millennials as being narcissistic and unconcerned about others, Kuron, Lyons, Schweitzer, and Ng (2015) found that engaging in work that benefited others was rated as important by individuals in this generation. Gallicano, Curtin, and Matthews (2012) found that Millennial workers were highly concerned about unethical behavior that are observed in the workplace, and that such experiences eroded the quality of their relationships with employers. These findings suggest that attributes of employers that are associated with social responsibility may have bearing upon retention and turnover for Millennials.

Corporate social responsibility (CSR) refers to behavior of organizations that demonstrates a sense of responsibility toward multiple targets, such as employees, the environment, and society (Aguinis & Glavas, 2012; De Roeck, Marique, Stinglhamber, & Swaen, 2014). Socially responsible activities include philanthropy, support for social causes, employee safety programs, and sustainable practices (Fatma, Rahman, & Khan, 2014; Fu, Ye, &



Law, 2014). The research literature on CSR documents a variety of benefits of CSR, including superior financial performance, corporate reputation, and consumer approval (Chernev & Blair, 2015; Lins, Servaes, & Tamayo, 2015). Benefits of CSR extend to employees of organizations as well, and include higher job satisfaction, organizational commitment, and retention (Aguinis & Glavas, 2012; Glavas & Kelley, 2014). Although CSR activities have been associated with positive employee outcomes, researchers have not examined whether different dimensions of CSR relate to turnover intentions for Millennial workers. Examining the relationship between CSR and turnover for Millennials is important for increasing understanding of how social responsibility of organizations relates to retention of workers in this generation. Understanding this relationship would help organizations to design CSR strategies that more effectively retain Millennials.

### **I.3 Problem Statement**

Understanding factors associated with retention and turnover for Millennial workers is important because of the negative impact of employee turnover on organizations' financial performance (Hancock et al., 2013). Compared with Baby Boomer workers, Millennials reported lower job satisfaction, which has been associated with higher turnover (Young, Sturts, Ross, & Kim, 2013). According to attraction-selection-attrition theory, employees are less likely to leave their jobs if they perceive a greater sense of fit between their own personal characteristics and attributes of the organizational environment (Schneider, 1987). Person-organization fit, or the compatibility of employees with organizations based on shared values and goals, has been associated with emotional commitment to an organization and lower turnover intentions (Ruiz-Palomino, Martínez-Cañas, & Fontrodona, 2013).

Pre-career and working Millennials reported favorable perceptions of organizations that provided beneficial services to others (Kuron et al., 2015), and Millennial public relations workers reported that unethical behavior by organizations damaged the quality of their relationships with their employers (Gallicano et al., 2012). As a measure of an organization's ethical or altruistic behavior, corporate social responsibility (CSR) may therefore have an impact on Millennial workers' intentions to remain in their jobs (McGlone, Spain, & McGlone, 2011), particularly if CSR is associated with greater person-organization fit for Millennials (Ambrose, Arnaud, & Schminke, 2008). CSR has been associated with higher levels of organizational commitment and job satisfaction (Glavas & Kelly, 2014), and was correlated with lower turnover intentions. However, we are not aware of any research that has investigated generational differences regarding CSR, person-organization fit, and employee turnover. Examination of generational differences regarding CSR, person-organization fit, and turnover may yield insight into CSR practices that might reduce turnover for Millennial workers, and would also address gaps in the CSR literature. Researchers have expressed a need for additional research into variables that mediate and moderate relationships between CSR and employee outcomes (Brammer, He, & Mellahi, 2015). Also, there is a need for additional research into CSR and individual-level variables, as the majority of CSR research has focused on industrial and organizational level analyses (Aguinis & Glava, 2012; Morgeson, Aguinis, Waldman, & Siegel, 2013).

#### **I.4 Purpose of the Study**

The purpose of this quantitative study is to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions. It is also the purpose of this study

to examine the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. Dimensions of perceived CSR as reflected in a scale developed by Fatma et al. (2014) include CSR activities related to customers, employees, shareholders, the environment, and society. Survey data will be collected from a sample of workers from a variety of organizations throughout the United States.

## **I.5 Definition of Terms**

Following are definitions of key terms and variables to be discussed in the proposed study:

### **Baby Boomer**

This refers to a person who was born between 1946 and 1964 (Young et al., 2013).

### **CSR in Relation to Customers**

This is an independent variable, and refers to employee-perceived CSR as exhibited by an organization toward its customers, such as treating customers honestly, responding to customer complaints, and protecting customer confidentiality. This will be measured using four items from the CSR instrument developed by Fatma et al. (2014).

### **CSR in Relation to Employees**

This is an independent variable, and refers to employee-perceived CSR as exhibited by an organization toward its employees, such as ensuring employee safety, providing training, and treating employees fairly. This will be measured using three items from the CSR instrument developed by Fatma et al. (2014).

### **CSR in Relation to Shareholders**

This is an independent variable, and refers to employee-perceived CSR as exhibited by an organization toward its shareholders, such as ensuring long-term success, controlling costs,

and fulfilling obligations to shareholders. This will be measured using three items from the CSR instrument developed by Fatma et al. (2014).

### **CSR in Relation to Society**

This is an independent variable, and refers to employee-perceived CSR as exhibited by an organization toward society, such as engaging in philanthropy and making charitable donations to support social causes. This will be measured using four items from the instrument developed by Fatma et al. (2014).

### **CSR in Relation to the Environment**

This is an independent variable, and refers to employee-perceived CSR as exhibited by an organization toward the environment, such as reducing consumption of resources and using renewable energy sources. This will be measured using three items from the CSR instrument developed by Fatma et al. (2014).

### **Employee Generation**

This is a moderator variable, and refers to the generation of employees who participate in this study, indicated by year of birth. Although the boundaries of the Millennial and previous generations vary slightly across studies, this study will define Millennials as individuals born between 1981 and 2000. Generation X will be defined as individuals born between 1965 and 1980, and Baby Boomers will be defined as individuals born between 1946 and 1964 (Young et al., 2013).

### **Generation X**

This is a generational label applied to persons born between 1965 and 1980 (Young et al., 2013).

### **Millennial**

This refers to a person who was born between 1981 and 2000 (Young et al., 2013).

### **Perceived CSR**

This is an independent variable, and refers to organizational behavior toward internal and external stakeholders that indicates social and environmental responsibility, as perceived by employees of the organization. As an overall variable, this will be reflected by the total scores on the 17-item CSR instrument developed by Fatma et al. (2014).

### **Person-organization Fit**

This refers to the compatibility between a worker and the organization, as indicated by congruence between organizational values and culture and the worker's values and attitudes (Kristof, 1996).

### **Turnover Intentions**

This is the dependent variable, and refers to employees' plans to leave their current jobs, as indicated by frequencies of activities such as thinking about leaving their jobs and searching for new jobs. This will be measured using the six-item Turnover Intention Scale (TIS-6) developed by Bothma and Roodt (2013).

## **I.6 Research Questions and Hypotheses**

This study will employ a quantitative, predictive correlational research design. The Attraction-selection-attrition (ATA) theory will be used as the theoretical foundation for this study. The ATA may assist in providing understanding for explaining problems associated with turnover intention and retention of Millennials relating to work conditions that involve an organization's CSR program. ATA is a means of explaining how processes of attraction, selection, and attrition affect the homogeneity of an organization (Schneider, 1987). Schneider (1987) proposed that applicants are attracted to an organization, as a potential employer, based

on perceptions of organizational goals and culture. The following research questions and hypotheses are proposed:

### **Research Question One**

What is the predictive relationship of perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society with turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary?

*H<sub>01</sub>*: Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, do not have a significant predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

*H<sub>A1</sub>*: Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, will have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

### **Research Question Two**

What is the mediating effect of person-organization fit on the relationship between perceived CSR and turnover intentions?

*H<sub>02</sub>*: Person-organization fit will not significantly mediate the predictive relationship between perceived CSR and turnover intentions.

*H<sub>A2</sub>*: Person-organization fit will significantly mediate the predictive relationship between perceived CSR and turnover intentions.

### **Research Question Three**

What is the moderating effect of employee generation on the predictive relationship between perceived CSR and turnover intentions?

***H<sub>03</sub>***: Employee generation will not significantly moderate the predictive relationship between perceived CSR and turnover intentions.

***H<sub>A3</sub>***: Employee generation will significantly moderate the predictive relationship between perceived CSR and turnover intentions, such that this relationship is stronger for Millennials compared with other generations.

It is hypothesized that perceived CSR, overall and its component dimensions, will be negatively associated with turnover intentions, and that this relationship will be mediated by person-organization fit. It is also hypothesized that employee generation will moderate the CSR-turnover intention relationship, such that this relationship is stronger for Millennials compared with other generations. Previous research has shown that employees of organizations with ethical cultures reported lower turnover intentions, and that person-organization fit mediated this relationship (Ambrose et al., 2007; Ruiz-Palomino et al., 2013). As with ethical cultures, CSR reflects values that are associated with concern for the well-being of the environment and people, and so may be expected to influence positive feelings (i.e., affective commitment, job satisfaction) in employees that are associated with lower turnover intentions (Aguinis & Glavas, 2012; Glavas & Kelley, 2014; Ruiz-Palomino et al., 2013).

Person-organization fit reflects compatibility between employees and organizations, as indicated through shared goals and values between these two parties (Kristof, 1996). It is anticipated that higher perceived CSR would influence some employees to feel a greater sense of fit between their own values and those of the organization, and that this feeling of fit with the

organization would influence them to remain in their jobs. This hypothesized relationship is consistent with findings of Ambrose et al. (2007) and Ruiz-Palomino et al. (2013). Finally, Millennials have expressed a desire for meaningful work, and have expressed concerns about unethical behavior by employers (Gallicano et al., 2012; Kuron et al., 2015). Millennials may be more likely than other generations to leave jobs if their expectations are not met (Ng & McGinnis Johnson, 2015). Because of this, it is anticipated that Millennials' turnover intentions will be more strongly associated with values related to perceived CSR.

## **I.7 Theoretical Framework**

The attraction-selection-attrition (ASA) theory will provide the theoretical foundation for the proposed study. The ASA theory was initially proposed by Schneider (1987) as a means of explaining how processes of attraction, selection, and attrition affect the homogeneity of an organization. With regard to attraction, Schneider (1987) proposed that applicants gauged the desirability of an organization as a potential employer based on perceptions of its organizational goals and culture. According to the theory, applicants who perceived a greater congruence between their own personal characteristics and an organization's attributes experienced greater attraction and were therefore more likely to pursue employment with the organization (Schneider, 1987). Schneider (1987) proposed that processes of selection and attrition functioned similarly, and that processes of mutual selection between an applicant and potential employer stemmed from perceived similarities between the two parties.

The aspect of ASA theory that is most pertinent to the present study, however, is the attrition segment. Schneider (1987) posited that employees were more likely to leave an organization if they perceived lower degrees of fit between their own personal characteristics and those of the organization. Other researchers have used the ASA theory as a framework for



studies of employee turnover intentions. For example, Kumar, Ramendran, and Yacob (2012) found that fast food workers reported higher turnover intentions when they perceived lower levels of person-organization fit, which is a concept derived from ASA theory. In the proposed study, the researcher will examine the relationship between Millennial workers' perceptions of their organizations' CSR and turnover intentions. Because turnover intentions of Millennial workers may be influenced by perceived fit between their own values and those of their organizations, the ASA theory will provide a useful framework for inquiry in the proposed study.

### **I.8 Nature of the Study**

This study will examine the relationship between CSR and turnover intentions, the mediating effects of person-organization fit, and the moderating effects of employee generation on this relationship. A quantitative design was selected for this study because its research questions are concerned with statistical relationships between quantified variables (Punch, 2013). Correlational designs are useful in examining statistical relationships between variables that are not manipulated by the researcher (Sousa, Dreissnack, & Mendes, 2007). A predictive correlational design uses variables that are conceptualized as independent and dependent variables, although they occur naturally and are not manipulated by the researcher (Sousa et al., 2007). This design is appropriate for use in this study, as the researcher is interested in the predictive relationship between CSR and turnover intentions. Use of mediator variables increases the robustness of a study by facilitating examination of processes occurring between variables, which allows researchers to explain the relationship between those variables (MacKinnon, 2011). In this study, person-organization fit will be examined as a mediator between perceived CSR and turnover intention. This will allow for examination of how or why perceived CSR relates to employees' turnover intentions. Additionally, use of moderator variables increases the specificity

of a study's findings by examining how the relationship between two variables is affected by an additional variable (MacKinnon, 2011). In this study, employee generation will be integrated as a moderator variable, which will allow for examination of any differences in the CSR-turnover intentions relationship for workers in the Millennial, Generation X, or Baby Boomer generations.

The researcher will recruit participants who are currently employed and were born between 1946 and 2000, but will not restrict inclusion criteria along any other dimension. Participants will be recruited from several organizations in the throughout the United States. Participants will provide data for this study by reporting their year of birth, and by completing a survey that includes scales for CSR and turnover intentions. Perceived CSR is the independent variable, and will be measured using a 17-item instrument that was developed by Fatma et al. (2014). Of the employee-perceived CSR scales reviewed, Fatma et al.'s (2014) was the most comprehensive in its scope, which will allow for examination of the relationship of multiple dimensions of CSR with employee turnover.

Person-organization fit is the mediator variable, and will be assessed using a commensurate measurement process (Kristof, 1996). This means that items will be created to assess the importance of each dimension of CSR to participants, using the same content dimensions as the CSR instrument (Kristof, 1996). For example, a CSR scale item "To what degree does your company protect employee safety?" would have a counterpart such as "How important to you is it that your company protect employee safety?" The degree of person-organization fit will be indicated by the correlation between perceived CSR as exhibited by the organization and the level of personal importance to the employee of each aspect of CSR (Kristof, 1996). Turnover intention is the dependent variable, and will be measured using Bothma and Roodt's (2013) TIS-6, which was selected because, in contrast to frequently used

measures of turnover intention, this scale has suitably passed reliability and validity testing. The majority of researchers used single, untested items to measure turnover intention, which may not measure turnover intention as accurately as the selected scale (Bothma & Roodt, 2013). Pearson correlation tests will be used to determine the strength of relationships between CSR and turnover intentions. Control variables will include organization type (for-profit, nonprofit), industry (e.g., retail, social services, manufacturing, hospitality), size of organization, gender, and income/salary of sample.

### **I.9 Assumptions**

It is assumed that participants will have the ability to reflect upon their employers and to respond accurately and honestly to items that assess perceptions of their organizations' CSR activities. This assumption is necessary because it is the intent within this study to examine participants' perceptions of CSR practices by their employers and not to attempt measurement of actual CSR behavior externally. Similarly, it is also assumed that participants will honestly report their turnover intentions when completing the related survey for this study. Another assumption is that any differences observed between participants who have been grouped according to year of birth reflect generational differences, and not differences in life stage. This assumption is necessary because it is beyond the scope of this study to examine consistency or changes in work attitudes by generational cohort using a longitudinal approach.

### **I.10 Scope and Delimitations**

In this study, CSR will be measured in terms of employee perceptions, but will not be measured in ways that assess organizations' actual behaviors. Morgeson et al. (2013) suggested that although employee perceptions of their organizations' CSR activities might not consistently reflect actual behavior by organizations, their perceptions of CSR were more

important to consider in relation to employee outcomes (e.g., job satisfaction or turnover intentions). Because the outcome variable in the present study is turnover intention, measuring CSR as perceived by employees will provide more meaningful data on the independent variable than use of an external, objective measurement.

The population from which participants will be recruited for this study is only delimited in terms of geographical region. Recruitment will be conducted throughout the United States, although this delimitation was selected based on convenience. Because one might expect values related to social responsibility to vary by region, the findings of this study might not generalize to other regions of the nation or globally. The comparisons between generations of workers, however, might be generalized more confidently. Differences in the CSR-turnover intentions relationships by generation would be expected to reflect less on the region of study, and to illustrate generational differences that might generalize beyond the region from which participants were sampled.

The attraction-selection-attrition (ASA) theory was selected as the theoretical framework for this study because of its usefulness in explaining employee retention or turnover in relation to congruence in values and priorities between an employee and employer (Schneider, 1987). Other theories that have been used in studies of employee values and attitudes, such as leadership theories, were less suited to this study's problem and purpose because of their lack of attention to values congruence. Because one might expect employees to interpret socially responsible behavior by an organization in terms of social values, the relationship between CSR and turnover intention might reasonably reflect an assessment of congruence as explained by ASA theory.

### **I.11 Limitations**

One limitation of this study is that differences between participants grouped by birth year might reflect life stage differences rather than generational differences. This limitation will be addressed by grouping participants into three generations, rather than simply contrasting Millennials against older workers. Although the CSR-turnover intentions relationship for Millennials is of primary interest in this study, differentiating the moderator variable to include Generation X and Baby Boomer generations will address potential validity issues that could arise if older workers were simply grouped into one category. Job satisfaction differed between Baby Boomer and Generation X workers in one study (Young et al., 2013), which indicates potential differences in other work-related outcomes between these generations. Examining moderation effects for all three generations will avoid disguising CSR-turnover intentions relationships for Generation X and Baby Boomer workers by blending them inappropriately.

### **I.12 Significance**

The findings of this study are expected to contribute to knowledge about generational differences in work values related to CSR, and how these are associated with turnover intentions for employees. These findings will increase understanding of the values and priorities of Millennial workers, which might be useful to policy makers and human resources managers in organizations that wish to more effectively retain workers of this generation. Examination of CSR dimensions in relation to turnover intentions might provide additional insights into which areas of CSR are most influential in terms of employee retention. This information might be useful to managers in organizations who wish to maximize employee retention via use of CSR strategies and practices. The findings of this study might lead to

positive social change by influencing organizations to increase use of socially responsible practices that ultimately promote retention of workers of the Millennial and other generations.

### **I.13 Summary**

As Millennials occupy an increasingly large segment of the workforce, it is important for managers to understand the values and priorities of this generation (Kaifi et al., 2012). Because Millennials exhibit a higher frequency of job changes and report higher turnover intentions compared with older workers (Ertas, 2015; Ng & McGinnis Johnson, 2015), stemming the high cost of turnover will require increased understanding of factors associated with retention for this generation. The purpose of this quantitative predictive correlational study is to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions. It is also the purpose of this study to examine the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. Dimensions of perceived CSR as reflected in a scale developed by Fatma et al. (2014) include CSR activities related to customers, employees, shareholders, the environment, and society. Survey data will be collected from a sample of workers from a variety of organizations throughout the United States. The next chapter will provide a more detailed description of the theoretical framework, attraction-selection-attrition theory, along with a comprehensive discussion and critical analysis of the research literature related to the proposed study's research questions.

## **II Chapter II: Review of the Literature**

### **II.1 Introduction**

Numbering 83.1 million, Millennials are the nation's largest living generation exceeding that of the 75.4 million Baby-Boomers (US Census Bureau, 2015). Compared with Baby-Boomer workers, Millennials reported lower job satisfaction, which has been associated with higher turnover (Young, Sturts, Ross, & Kim, 2013). This study will specifically address the problem associated with retention and turnover of Millennial workers, and how factors associated with Corporate Social Responsibility (CSR), may be influence Millennial workers' perspectives for determining what constitutes a "right-fit" work environment based on generational social and ethical beliefs. Failure to understand factors related to this problem is important because of the negative impact of employee turnover on organizations' financial performance (Hancock et al., 2013).

Currently, there are no recent studies that investigate the relationship between CSR and Millennial workers' turnover intentions. This chapter addresses the gap in the literature to assist in advancing knowledge on the topic and provide understanding on those factors associated with CSR and how these factors may be influencing retention and turnover of Millennial workers in today's job markets. This chapter synthesizes the literature on how attraction-selection-attrition (ATA) theory may assist in explaining the phenomenon of Millennial workers' perspectives for determining a "right-fit" work environment, which may be based on personal characteristics and attributes offered in organizational environments for influencing decision.

In performing the literature review, the following online databases and search engines were used: ProQuest Dissertations and Theses, ABI/INFORM Complete, EBSCOhost, ScienceDirect, Academic Search Complete, Business Source Complete, Thoreau Multi-Database Search and Google Scholar. The key search terms and combination of search terms that were

inputted to various online databases included the following: *attraction-selection-attrition theory*, *baby-boomers*, *Corporate Social Responsibility (CSR)*, *employee/employer loyalties*, *employer ethical responsibilities*, *generation-x*, *generation-y (millennials)*, and *generational distinctions/characteristics*. All key terms used were able to yield studies that were relevant to the problem and research questions.

Most of the literature included was that published between 2013 and 2016 (88%) to ensure that the latest findings and reports were included in the review. However, the literature on studies that focused on a need to provide insight on the relationship between CSR and Millennial workers' perspectives contributing to retention and turnover in organizational environments is limited. To expand the results, older articles (2012 and older—12%) that were pertinent to the topic were included. Older articles were also used in the theoretical framework of the study to reflect the seminal studies on the theory of attraction-selection-attrition (ATA).

In this literature review, the researcher will provide an expanded background to the research problem discussed in the earlier chapter. The first section begins with a brief introduction of the dissertation topic, a summary of both the problem and purpose for the study, discussion of the gap in literature, documentation of the literature search strategy, and a brief explanation of the logical organization of the literature review. The second section focuses on the theoretical framework of the study, which is attraction-selection-attrition (ATA) theory. The third section focuses on review and discussion of the literature and will be organized in categories progressing from the broad subject matter towards the gap to be studied. In this process, literature reviewed, provided evidence of extensive studies regarding generational differences between baby-boomers and generation x, and y (Millennials). Overall, information gathered in performing the literature review, supported a lack of studies on how factors related to



CSR influence Millennials' decisions for determining a "right-fit" work environment, which consequently may be resulting in effecting retention and turnover rates in the workplace. The literature is organized into the following sections (a) corporate social responsibility (CSR), (b) organizational workplace environments, (c) generational attributes, (d) environmental events affecting millennials, and (e) millennials in the professional workforce. The final section of the literature review is a summary of key points and conclusions derived from the analysis of the literature reviewed. The chapter ends with transition to Chapter three, offering literature-based arguments for choosing a particular research methodology on how to achieve the purpose and address the gap established in this chapter.

## **II.2 Theoretical Framework**

Attraction-selection-attrition (ATA) theory will serve as the theoretical framework and foundation for this study. The ASA theory was initially proposed by Schneider (1987) as a means of explaining how processes of attraction, selection, and attrition affect the homogeneity of an organization. Schneider (1987) proposed that applicants are attracted to an organization, as a potential employer, based on perceptions of organizational goals and culture. Applicants who perceive a greater congruence between their own personal characteristics and an organization's attributes experience greater attraction and are therefore more likely to pursue employment with the organization (Schneider, 1987). Schneider (1987) proposed that processes of selection and attrition functioned similarly, and that processes of mutual selection between an applicant and potential employer stemmed from perceived similarities between the two parties.

In a study conducted by Baron, Franklin, and Hmieleski (2013), researchers applied ASA theory for explaining people's attraction for choosing an entrepreneurship career path.

Researchers determined that individuals are attracted to entrepreneurship for many different

reasons ranging from economic opportunity or necessity, to the romance of becoming a leader (Baron et al., 2013). Although reasons for explaining people's attraction towards entrepreneurship were not specific, researchers identified characteristics that distinguished successful entrepreneurs (Baron et al., 2013). For example, one relevant factor affecting all entrepreneurs, despite varying levels of success, is the stress of managing a new business. Researchers determined that ASA theory may help to explain how some entrepreneurs are attracted to high levels of stress, which results in a relatively high capacity to tolerate and manage stress, and consequently this personal characteristic results in a successful business (Baron et al., 2013). In contrast, persons who are relatively low in capacity for managing stress, tend to exit from entrepreneurship either voluntarily or involuntarily as a result of business failure (Baron et al., 2013). Researchers concluded that ASA theory suggests that persons who are attracted and persist in entrepreneurship may be relatively high in the capacity to tolerate or effectively manage stress (Baron et al., 2013).

In a separate study conducted by Pierce and Snyder (2015), researchers determined that employees may be attracted to an organization based on ethical attributes if there is match between the ethical norms of an employee and the cultural environment encouraged by an employer. Consistent with ASA theory, researchers indicated that individuals are attracted to firms with similar ethics (Pierce & Snyder, 2015), but this observation does not imply that personal behaviors must always be favorable. In organizations with unethical demand, unethical employees may align themselves with unethical firms out of personal attraction to this type of work environment (Pierce & Snyder, 2015). In contrast, ethical employees may be attracted to firms with ethical norms or climates that match their own (Pierce & Snyder, 2015). This study implies that unethical workers mismatched with ethical firms may have shorter tenure with an

organization, just as ethical employees would have if mismatched with an unethical employer. Ethical behavior and legal compliance may not always be beneficial to employee careers (Pierce & Snyder, 2015). Therefore, employee retention and turnover may be influenced by factors related to personal behaviors (either ethical or unethical) and acceptable cultural norms established by an organization.

The aspect of ASA theory that is most pertinent to the present study, however, is the attrition segment. Schneider (1987) posited that employees were more likely to leave an organization if they perceived lower degrees of fit between their own personal characteristics and those of the organization. Other researchers have used the ASA theory as a framework for studies of employee turnover intentions.

In a study conducted by Winter and Jackson (2014), younger workers were determined to place a higher value on intrinsic work values for shaping and legitimizing attitudes and behaviors in the workplace. Intrinsic work values, defined by researchers, included: desire for supportive supervision, challenging work, and work-life balance (Winter & Jackson, 2014). Younger workers cared more about this value system in the workplace over other extrinsic rewards, such as competitive salary and benefits (Winter & Jackson, 2014). A key finding from this research indicated that younger worker employment relationship relates to person-organization values fit; a value set that requires an alignment between younger workers' social-ethical aspects of work of the organization, as core components of their own self-categorizations and social identities (Winter & Jackson, 2014). In sum, high person-organization values fit infers the right younger worker is in the right organization when organizational values align with that of the needs of the younger worker, which may further suggest lower rates of worker attrition when younger workers are content with their work environment, as suggested by Schneider (1987). Researchers

concluded that the foundation of a successful younger worker employment relationship is dependent on relationships with managers that satisfy younger workers' needs for autonomy, direct communication, and social inclusion (Winter & Jackson, 2014). Implication of this conclusive thought may indicate that employee turnover could be decreased and younger employee retention levels may either increase or remain unchanged; if, an employer relationship aligned with addressing the intrinsic needs of a younger workforce population are met.

ATA is an appropriate theoretical framework for this study because this researcher is hypothesizing that there is a relationship between factors associated with corporate social responsibility (CSR) and how these factors may influence retention and turnover rates of Millennials in the workplace. This study examines the relationship between Millennial workers' perceptions of their organizations' CSR and turnover intentions. Finally, this study will also examine turnover intentions of Millennial workers and how decisions made by Millennials may be influenced by perceived fit between personal values and those values found in an organization's cultural work environment.

### **II.3 Literature Review**

The purpose of this literature review is to understand how ATA theory may assist in explaining the phenomenon of Millennial workers' perspectives for determining a "right fit" work environment, which may be based on personal characteristics and attributes offered in organizational environments. Researchers found that employees identify with an organization as a function of how much the employees perceive management to support a company's CSR program (Korschun, Bhattacharya, & Swain, 2014). Therefore, does a firm's CSR program help to explain the relationship between retention and turnover rates associated with Millennial workers? A review and discussion of literature is necessary for addressing this question.

### **II.3.1 *Corporate Social Responsibility (CSR)***

CSR is a discretionary business practice that involves a complex range of activities that a business is expected to undertake to satisfy the interest of multiple stakeholders (such as employees) and maintain harmonious relationship with the community where the business operates (Berry & Junkus, 2013; Inyang, 2013; Virvilaite & Daubaraite, 2015). In contrast, some researchers have indicated that CSR is a vague and foolish business venture, because society underestimates a businesses' need to maintain a competitive advantage over other businesses (Hack, Kenyon, & Wood, 2014), which implies that a business may partake in business practices that do not satisfy the interest of society/community for maintaining competitive advantage. However, CSR is of value if responsibility can directly equate to profit (Virvilaite & Daubaraite, 2015). CSR is crucial in creating an attractive corporate image, for maintaining competitive advantage and differentiation (Juscus & Jonikas, 2013; Virvilaite & Daubaraite, 2015).

Juscus and Jonikas (2013) suggested a framework of value creation through CSR by possibly adopting a system of business operations that consist of four kinds of responsibilities: economic, legal, ethical, and philanthropy. First, the economic dimension focuses on obligations for businesses to create wealth and to face consumption requirements (Juscus & Jonikas, 2013). Researchers claim that the economic dimension factor is ideal for measuring personal and business saving rates, inflation rate, and manufacturing lead time indicators (Juscus & Jonikas, 2013). According to Juscus & Jonikas (2013), the economic dimension serves as the foundation for the remaining dimensions. Second, the legal responsibilities dimension emphasizes which process of business should execute the vision and mission of the economic dimension based on legal requirements (Juscus & Jonikas, 2013). Third, ethical responsibilities focus on what a business does that is right, just and fair (Juscus & Jonikas, 2013). This dimension establishes moral rules for businesses that should define suitable behaviors in an organization that align with

societal norms. Finally, the philanthropic responsibilities are called discretionary responsibilities and emphasize being a good corporate citizen, according to Juscius and Jonikas (2013). This dimension focuses on what a business does in terms of contributing resources to a community and for improving the overall quality of life as a basic indicator for community wellness.

Researchers conclude that if a business integrates an understanding of these four dimensions and apply it appropriately into operations with an intent to adopt the CSR concept, there is high probability that shared value will be created between multiple shareholders and the society in general (Juscius & Jonikas, 2013).

In contrast, some researchers have indicated that businesses should not engage in time consuming, costly and benevolent CSR efforts, because businesses are an inappropriate means for addressing social benevolence (Hack et al., 2014). Researchers indicate that the only social responsibility a business holds is to maximize profit for its stakeholders and bending the rules is permissible (Hack et al., 2014). Inferring that for businesses to sell goods for and to engage in social means, rather than for stakeholder profit is negligent, foolish and flawed; bringing CSR's relevance within the business realm into question (Hack et al., 2014). This thought is somewhat narrow in perspective, as it implies that stakeholders may only be business owners and or other stock holders of a company that may only be concerned with generating profit, with no regard for how it is earned. However, firm's stakeholders also include employees (Korschun et al., 2014; Lee, Park, & Lee, 2013; Sen & Cowley, 2013).

Sen and Cowley (2013) indicate that increasing trust with specific stakeholders (such as customers, employees and local communities) would lend to strengthening a businesses' reputation and legitimacy. Researchers propose that by adopting a moral and ethical approach in business, in conjunction with a philanthropic process when making decisions, would benefit a

businesses' ability to remain competitive, increase a businesses' image, and increase employee morale (Sen & Cowley, 2013). The proposed approach, suggested by Sen and Cowley, aligns with two (namely ethical and philanthropy) of four approaches indicated by Juscius and Jonikas (2013) for creating value through CSR. Therefore, a strong CSR program may be based on ideas related heavily on doing what is right, just and fair; ideas that support both an ethical and philanthropy approach for doing business, and would further suggest that value gained from a strong CSR program would be a result based on acceptable social norms as determined by specific stakeholders—such as customers, employees and local communities.

Employee perceptions of CSR activities play an important role in employee attachment to their company as well as corporate performance (Lee et al., 2013). Findings from one study indicate that perceived cultural fit and CSR capability significantly affect CSR perception and, consequently, employee attachment and performance (Lee et al., 2013). Some firms have turned to CSR to improve job performance (Korschun et al., 2014). Korschun et al. (2014) found that a strong CSR program communicates the underlying values of a company, which can lead communities and employees to form a strong psychological bond with it and thereby trigger company-benefiting employee behaviors. Employees sampled in this study, indicated that CSR activities help employees to identify with a company's responsibility to improve the quality of life in social environments (Korschun et al., 2014). Employees believe that executives and other members of management are the vehicles for conveying a company's value system that align with personal beliefs on what is right and wrong (Korschun et al., 2014). Therefore, members of management are considered role models and their actions carry weight when they refer to CSR in communications, participate themselves, or encourage employees to participate directly in a company's CSR program (Korschun et al., 2014). Lee et al. (2013) indicated that CSR activities

have an important role in employee attachment to their company as well as corporate performance.

Findings from one study indicate that employee perception of CSR activities is important for fostering a sense of attachment to a company (Lee et al., 2013). Therefore, a positive perception of CSR can trigger attachment may result in low turnover intention. However, a strong CSR program does not necessarily guarantee high financial performance (Lee et al., 2013). Researchers indicate that in this case, a firm may have missed some baseline factor before initiating CSR (Lee et al., 2013). Some baseline factors indicated in the study were constructs related to philanthropic, ethical, and environmental activities (Lee et al., 2013). These mentioned factors are consistent with prior studies on developing a strong CSR program (Juscus & Jonikas, 2013; Sen & Cowley, 2013).

Finally, two key antecedents were identified in study as they relate to employee performance: (1) cultural fit, based on employees' value beliefs and how personal beliefs aligned with organizational values; and (2) an employee's perceived measurement of a firm's CSR activity (Lee et al., 2013). Researchers concluded that the more employees perceive an alignment between CSR and the culture of their firm, the more likely they are to think that their firm is effectively executing CSR (Lee et al., 2013). Therefore, strengthening CSR capabilities maybe an important factor for increasing employee performance and for lowering turnover intention. Researchers indicated that employees' view of CSR remains largely unexplored and further research is required (Lee et al., 2013).

In the literature on CSR, three common themes for influencing employee performance and for reducing turnover emerge. First, ethical responsibilities a business must maintain for doing what is right, just and fair. Second, a businesses' moral responsibility for establishing rules



for business operations that endorse suitable behaviors in an organization that align with society norms. Finally, a businesses' philanthropic responsibilities that call for business owner discretion and emphasize being a good corporate citizen. Researchers have indicated these themes are key to developing a strong CSR framework (Juscus & Jonikas, 2013; Lee et al., 2013; Sen & Cowley, 2013). Therefore, examining literature relevant to organizational work environments may provide understanding on how to reduce turnover intention and increase (or maintain) retention in today's workplaces.

### **II.3.2 *Organizational Workplace Environments***

An increasing amount of corporate power within society has become a growing concern for many people and has resulted in stakeholder groups placing companies under pressure to prove their commitments to CSR are genuine (Cronje & van Wyk, 2013). Recent examples of corporate power abuse have been noted with the worldwide economic recession in 2008, largely caused by the irresponsible policies and actions of certain financial institutions; and the disastrous oil spill in 2010 by BP in the Gulf of Mexico (Cronje & van Wyk, 2013). These recent events have resulted in increased awareness of corporate activities that have a negative effect on society and in some cases quality of life.

Researchers have indicated that corporations could benefit from business practices that embody standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, and the protection of stakeholders' moral rights (Cronje & van Wyk, 2013; Juscus & Jonikas, 2013; Lee et al., 2013; Sen & Cowley, 2013). By shifting business ethics or values, a company then may be recognized as a good corporate citizen in society (Cronje & van Wyk, 2013; Juscus & Jonikas, 2013; Lee et al., 2013; Sen & Cowley, 2013). Second, corporations must stop running their business without oversight

from stakeholders. Researchers have indicated that society has no clear-cut message in terms of expectations from business and these responsibilities are left to companies' individual judgment and choice—void of societal concerns (Cronje & van Wyk, 2013; Juscius & Jonikas, 2013; Lee et al., 2013; Sen & Cowley, 2013). In sum, businesses have philanthropic responsibility because society expects businesses to assume certain social roles; because ultimately, a good corporate citizen is expected to “give back” to the communities in which it operates.

Addressing this framework for improving a company's reputation and concerns regarding a need to control corporate power, may be better understood by examining organizational cultures that are conducive for improving reputation and the type of corporate leadership required for improving a company's credibility. By adopting improvements in organizational culture and leadership styles that can assist aligning organizational values with that of societies, a consequential result may occur for aligning key stakeholder values with that of an organization's culture. Alignment of personal beliefs help stakeholders to identify with a company's responsibilities to improve the quality of life in social environments (Korschum et al., 2014; Lee et al., 2013).

**Organizational culture.** Values are the core elements of culture (Schmiedel, Vom Brocke, & Recker, 2014). Values are guiding principles that determine visible behavior and structures in social interaction (Schmiedel et al., 2014). Therefore, an acceptable organizational culture may be determined by the type of social environment a business may operate within and may be heavily influenced by values and beliefs established as norms by a group majority. Researchers indicate that employee satisfaction and personality affect external perceptions of organizational culture (Denison, Nieminen, & Kotrba, 2014), which may indicate that employee performance may lead to strengthening or distracting from an organization's credibility.

Researchers of one study found that in general, the highest performing organizations find ways to empower and engage their employees (involvement), facilitate coordinated actions and promote consistency of behaviors with core business values (consistency), translate the demands of the organizational environment into action (adaptability), and provide a clear sense of purpose and direction (mission) (Denison et al., 2014). Organizational cultures that were consistent with this framework experienced low disagreement over cultural values (Denison et al., 2014). In contrast, low performing organizations were found to experience extensive disagreement between employees and employers over cultural values (Denison et al., 2014).

Organizational culture is a strategic resource that influences a range of activities within businesses (Wei, Samiee, & Lee, 2014). Companies that are adaptive to their environments, nurturing, collaborative, and/or innovative are more likely to be relevant and competitive in unpredictable and rapidly changing business environments (Wei et al., 2014). Therefore, organizational leaders may be required to adopt processes for promoting a culture that encompasses both external (social systems) and internal (employee value systems) processes for developing an organizational culture that is effective and can achieve superior performance; and may make organizational culture a system of shared values and operating beliefs (Wei et al., 2014). Attempting to categorize organizational cultures, researchers begin by labeling two types of organic cultures: (1) adhocracy culture and (2) clan culture (Wei et al., 2014).

***Adhocracy culture.*** First, adhocracy is a type organizational culture that instills values that stress an external, organic focus (Wei et al., 2014). Adhocracy culture tends to build an innovative and dynamic workplace. Its core trait is to cut across normal routines, capture opportunities, solve problems, and get results (Wei et al., 2014). Dominant indicators of the adhocracy form of organizational culture include entrepreneurship, innovation, creativity, risk

taking, and adaptability (Wei et al., 2014). Businesses dominated by an adhocracy culture are led by innovator-type risk takers who differentiate their offerings and are highly competitive (Wei et al., 2014). Companies that succeed within the adhocracy culture change direction with little warning, rely on individual risk taking, and operate in relatively dynamic environments. Individuals who succeed in these environments are more concerned with being innovative than with being successful every time (Wei et al., 2014).

***Clan culture.*** Second, clan culture is a form of organizational culture that emphasizes internally focused, organic values (Wei et al., 2014). Organizations dominated by clan culture concentrate on internal maintenance with flexibility and concern for people, including their customers (Wei et al., 2014). Clan culture tends to build a friendly workplace, and its core belief is that the organization's trust in and commitment to employees facilitates open communication and employee involvement (Wei et al., 2014). The clan culture is characterized by cohesiveness, participation, trust, cooperation, teamwork, and a sense of unity (Wei et al., 2014). Such organizations are led by mentors and facilitators who instill and stress loyalty and tradition. Organizations dominated by clan culture stress human resources, commitment, and morale (Wei et al., 2014).

The two types of organizational cultures offered by researchers are not mutually exclusive and some organizations may have both types (Wei et al., 2014). Different business strategies result in different types of organizational cultures. However, despite differences in any type of organizational culture, consistent amongst organizational cultures is a foundational base related to leadership (Azanza, Moriano, & Molero, 2013; Emuwa, 2013; Laschinger, Wong, Cummings, & Grau, 2014). Different leadership styles may be dictated by different business strategies but despite these differences, leadership is about managing employees.

**Employee and employer loyalty.** Effective leaders understand that loyal followers are the key for success (Monzani, Ripoll, & Peiro, 2014). Winning an employee's loyalty requires building social exchange relationships between employee and employer (Monzani et al., 2014). Ideas of honoring agreements or using open and transparent communication between employer and employee, are some examples offered for building a positive social exchange relationship (Monzani et al., 2014). Goleman et al. (2013) indicated that by applying a more humanistic approach in leadership styles, encouragement of a close personal relationship evolves that allows for meaningfulness in performing organizational processes. Given this thought, researchers conclude that loyalty drives an employee's sense for performing meaningful work over attempts to master a job or skill (Goleman et al., 2013).

Results from one study indicated that employees in authentic leadership conditions showed a higher level of loyalty towards their organization's leaders (Monzani et al., 2014). Studies have indicated that organizations need to increase managerial commitments towards building high-quality leader-employee relations because it drives organizational performance and promotes employee commitment (Casimir, Ngee-Keith, Yuan-Wang, & Ooi, 2014; Chan & Mak, 2014; Tse, 2014). Researchers indicated that social exchanges form the basis of high-quality leader-employee relationships and can lead to promoting performance and lowering turnover intentions (Casimir et al., 2014; Chan & Mak, 2014; Tse, 2014). A high-quality leader-employee relationship involves a leader's attentiveness towards supporting the employee, which consequently results in an employee developing a sense of commitment and a positive attitude toward both the job and the leader (Casimir et al., 2014; Chan & Mak, 2014; Tse, 2014). Biron and Boon (2013) found that high leader-employee member exchange conditions, resulted in increased organizational performance and lower turnover intentions. In contrast, low leader-

employee member exchange environments, resulted in a negative influence over a firm's performance and higher turnover intentions (Biron & Boon, 2013). Social exchange relationships are one way of trying to increase loyalty in organizational environments (Jackson, Alberti, & Snipes, 2014).

In contrast, another way of involving employees is recognizing their individual and collective contributions to an organization (Jackson et al., 2014). A finding from one study indicated that employees actually preferred praise when they excelled or performed exceptionally well over that of relationships conducive to building employer-employee loyalty (Jackson et al., 2014). Celebrations for exceptional work anniversaries and awards symbolic of individual achievement were considered more important by most employees to benefits like financial bonuses (Jackson et al., 2014). Researchers suggest that instrumental commitment is not a strong force with regard to employee loyalty to their employer and that employee loyalty may be a function of prevailing employment conditions (Jackson et al., 2014). Therefore, positive leadership may or may not be as important to some employees, if importance is placed on the type of work conditions an employee expects for encouraging a sense of loyalty towards an organization. This may or may not include workplace environments that promote positive leadership conditions. Instead, what some employees may find as important is being directly recognized for their own individual achievements, which may not have resulted from any type of leader supervision or influence. Researchers have indicated that the effects of an employer's behaviors for encouraging employee loyalty, can differ depending on an employee's individual differences (Monzani et al., 2014).

Researchers have emphasized the importance of scientifically studying generational differences in workers so that managers understand actual values and priorities that form

differing perspectives on appropriate work environments (Becton, Walker, & Jones-Farmer, 2014; Gursoy, Chi, & Karadag, 2013; Lyons & Kuron, 2014; Ng & McGinnis Johnson, 2015).

Understanding generational perspectives on what type of work conditions are of value, may help leaders to better understand what drives employee behavior in the workplace. Understanding employee motivators may also lend to leaders to adopt a leadership style conducive for managing turnover intention and address problems related to employee retention.

### **II.3.3 *Generational Attributes***

Different values and attitudes amongst employees, form different expectations about work (Lyons & Kuron, 2014; Ng & McGinnis Johnson, 2015). Generational values and perspectives differ with regards to workplace environments; some differences include personality, work values, work attitudes, leadership, teamwork, work-life balance and career patterns (Lyons & Kuron, 2014). Table 1 provides a listing of characteristics and value differences between the baby-boomer generation, generation-x, and generation-y (millennials). Differences, shown in Table 1, may provide understanding on how behavior, expectations and overall perspectives related to work environments are derived amongst members of the specified generations shown.

**Table 1: Generational Group Characteristics & Values**

Group	Characteristic & Values
Baby Boomer	Competition Change Hard Work Success Teamwork Anti-rules and Regulations Inclusion Fight for a Cause
Generation X	Entrepreneurship Loyalty Independence Information Feedback Quality of Work-Life Communication Wary of Commitment Cynical Pessimistic Self-reliant
Generation Y	Entrepreneurship Loyalty Independence Information Feedback Quality of Work-Life Communication Positive Reinforcement Autonomy Positive Attitudes Conventionally Minded Respectful of Norms Tech-savvy Diversity Money Technology Action

Further discussion of generational differences is required for understanding what drives specific generational attitudes and beliefs on work environments.



**Baby-boomers.** Born between 1946 and 1964, baby-boomers make up the largest generation (44%) in the workplace (Gursoy et al., 2013). Baby-boomers were brought up in an abundant, healthy postwar economy (DeLucia, 2015; Gursoy et al., 2013; Lang, 2015). With soldiers and sailors returning back home upon conclusion of World War II, a noted surge in birth rate occurred and an estimated 79.9 million babies were born in the US, thus, creating the term “baby-boom” that would serve to describe this generation (DeLucia, 2015).

According to DeLucia (2015), baby-boomers perceive the conservative values of their parents as not having any spiritual basis rooted in the deeper meaning of life and self. As a result, baby-boomers, born in the years immediately following the war, developed three lifelong core values that began to emerge as a result of the war in Vietnam and the cultural revolution of the 1960s (DeLucia, 2015). The first is empowerment, as many youthful Boomers demonstrated against the Vietnam War and began to speak out against any form of discrimination and inequality (DeLucia, 2015). For this generation, empowerment meant they believed a mass number of individuals could rally together to influence the government. The second core value is engagement, baby-boomers believed that engaging in a notable cause could lead to gaining considerable influence that was required to sway the outcome (DeLucia, 2015). The last core value was the acknowledgement that while you can and should criticize the government, you should never fail your troops (DeLucia, 2015). As veterans of Vietnam returned home to a country in cultural disarray, many veterans were criticized and denounced for their participation in a war that lacked fundamental justification, and were not supported in many ways upon their return home from a physical and emotional capacity (DeLucia, 2015). Conclusive thought is that these core values helped to shape and define baby-boomers’ viewpoint on social, political and cultural issues and also the expectations for their workplace environment (DeLucia, 2015). The

later of these viewpoints is the focus of this study.

More than anything, work, for baby-boomers, has been a defining part of both their self-worth and their evaluation of others (Gursoy et al., 2013). Boomers have been characterized as individuals who believe that hard work and sacrifice are the price to pay for success—they live to work (DeLucia, 2015; Gursoy et al., 2013). Baby-boomers have also been characterized as being goal-oriented, which is a significant tension point between them and the younger generations because they expect others to have the same work ethic and work the same hours (Gursoy et al., 2013; Hayes, 2013; Leavitt, 2014). Baby-boomers are also result driven, loyal and accept hierarchical relationship in the workplace (Bendaraviciene, Krikstolaitis, & Bakanauskiene, 2013; Gursoy et al., 2013; Money, O'Donnell, & Gray, 2014).

In summary, baby-boomers grew up in a healthy economic era (Bendaraviciene et al., 2013). Baby-boomers strive for status, leadership, career and higher salary. They want their opinion to be heard and valued, and contribution recognized. Baby-boomers are result driven, they give maximum effort, are described as willing to “go the extra mile” (Bendaraviciene et al., 2013) and living to work (Gursoy et al., 2013). The term “workaholic” has been closely associated with this generation (Bendaraviciene et al., 2013).

**Generation-X.** Born between 1965 and 1980, Generation-X represents the second largest generation (33%) in the workplace (Gursoy et al., 2013). Generation-X was the first generation raised on a “to do list” and grew up with high rate of blended families (Anderson, 2015; Gursoy et al., 2013). They witnessed their parents sacrifice greatly for their companies, as sacrifice was an acceptable value amongst the baby-boomer generation (DeLucia, 2015; Gursoy et al., 2013). As a consequence, they developed behaviors (not values) of independence, resilience and adaptability more strongly than previous generations (Chi, Maier, & Gursoy, 2013; Gursoy et al.,

2013; Wardhani, Sabana, & Adriati, 2014). They work to live and view the world with a little cynicism and distrust (Chi et al., 2013; Gursoy et al., 2013; Hayes, 2013). Generation X desires a sense of belonging/teamwork, ability to learn new things, autonomy, entrepreneurship, flexibility, feedback, and short-term rewards (Chi et al., 2013; Gursoy et al., 2013; Mencl & Lester, 2014). However, they tend to be skeptical of the status quo, and hierarchical relationship, and expect managers to earn respect rather than gain respect by virtue of a title (Chi et al., 2013; Gursoy et al., 2013). They are found to be technologically savvy, informal, quick learners, value work-life balance and embrace diversity (Chi et al., 2013; Gursoy et al., 2013; Mencl & Lester, 2014).

Generation-X has been referred to as a “bridge generation” by some researchers (Bendaraviciene et al., 2013). Meaning, Generation-Xers are easily understandable of the baby-boomer generation because of their close connection with their parents who are baby-boomers; while at the same time, Xers are able to connect with Generation-Yers, due to little differences in age.

**Generation-Y (Millennials).** Born between 1981 and 2000, Generation-Y (Millennials) represents the third largest generation (25%) in the workplace (Gursoy et al., 2013). Millennials were brought up during the “empowerment” years where everyone won and everyone got a medal (Gursoy et al., 2013). Raised by parents who nurtured and structured their lives, they were drawn to their families for safety and security (Chi et al., 2013). They were also encouraged to make their own choices and taught to question authority (Chi et al., 2013; Gursoy et al., 2013; Kilber, Barclay, & Ohmer, 2014; Lakshmi, Jampala, & Dokk, 2013). As a result, they expect employers to accommodate their “consumer” expectations in this regard (Kilber et al., 2014;

Lakshmi et al., 2013). Millennials do not necessarily see that they should get more, but that an employer should give more to their employees.

Millennials grew up with technology (Beutell, 2013; Hayes, 2013; Kilber et al., 2014). Constant experience in the networked world has had a profound impact on their style in approaching problem-solving situations (Beutell, 2013; Kilber et al., 2014; Viswanathan & Jain, 2013). The X and Millennial generations are challenged by the rigidity of eight to five workdays (Beutell, 2013; Gursoy et al., 2013). Studies also suggest that this generation is in need of constant supervision and guidance (Chi et al., 2013; Kilber et al., 2014; Viswanathan & Jain, 2013). In a study conducted by Chi et al. (2013), Millennials were found to have difficulty brainstorming in an effort to solve a problem. Instead, Millennials responded better to having specific benchmarks as guides (Chi et al., 2013). Millennials enjoy structure in their jobs, in terms of having tasks broken into smaller sub-tasks and having the work to be completed modeled by their co-worker or supervisor (Gursoy et al., 2013).

A generation tends to develop a personality that influences a person's feeling toward authority and organizations, what they expect from work, and how they plan to claim those expectations. One belief is that the individuals who grow up during the same time period are influenced by social and historic events and contexts (such as, the Korean War, The Vietnam War, the end of the Cold War, economic recessions) that shape their values and attitudes in a way that differentiates one generational cohort from another (Mencil & Lester, 2014).

Millennials' view of the world has been shaped by MTV, AIDS, terrorism, globalization, the end of the Cold War, weapons of mass destruction, high public distrust of government, and influential special interest groups. This influence is reflected in beliefs held by many Millennials who: (1) are committed to making a life, not just a living; (2) view team-building, engagement,

and partnerships as essential to leadership; (3) recognize that with diversity come new perspectives, ideas, and insights (Chi et al., 2013; Gursoy et al., 2013). Therefore, it is important to understand the environmental events that may have resulted in influencing Millennials' behavior and outlook on life. By doing, leaders may gain a better understanding on how to manage Millennials in the workplace and shape workplace conditions conducive to influencing organizational performance.

#### **II.3.4 *Environmental Events Affecting Millennials***

Having grown-up with the Internet, Millennials are extremely techno-savvy (Beutell, 2013; Hayes, 2013; Kilber et al., 2014) and believe their use of technology sets them apart from other generations (Debevec, Schewe, Madden, & Diamond, 2013). Millennials have been characterized as ambitious and success driven, global in their perspective, and community-minded (Debevec et al., 2013). It is the later of these characteristics that is relevant to this study, because CSR represents organizational activities that impact communities from where an organization operates. Therefore, CSR might serve as a means to satisfy a value associated with Millennial's beliefs on what validates appropriate work environments.

Millennials' values have been shaped by significant events, such as the Great Recession of 2008, 9/11, and the Enron scandal (Debevec et al., 2013; Ertas, 2015). Some researchers have suggested that there is a "splintering" off of young Millennials from older as a result of these recent events (Debevec et al., 2013). Younger Millennials have been noted to be less thrifty than older Millennials; and are also less concerned about politics, sustainability, saving, and making mistakes (Debevec et al., 2013). Despite possible noted differences between younger and older Millennials, both groups have experienced higher degrees of unemployment, increased debt, and limited job opportunities in the workplace (Debevec et al., 2013), which may possibly be

affecting workplace behaviors negatively and leading to increasing turnover and an inability to manage employee retention.

**Technology.** Millennials are considered the “net” generation because they are the first generation to grow up with technology (McDonald, Wright, Kilcoyne, Champion, & Fountain, 2013; Gu, Zhu, & Guo, 2013). In contrast, Generation-Xers have reported being comfortable with technology (Haddad, 2013), but birth of technology advances noted in use by Millennials today, did not occur until later in Generation-Xers’ teenage to early adult years (Oh & Reeves, 2014). As a result, a gap exists between those who have grown up surrounded by technology and those who have not (Gu et al., 2013; Oh & Reeves, 2014).

Millennials have more experience with technology. According to researchers, Millennials are more adept at using wireless networks/Internet (90.1%), personal computers (82.9%), and smartphones (76.2%). (McDonald et al., 2013). In contrast, frequent exposure to technology has its disadvantages in terms of cognitive, emotional, and social outcomes (Bolton et al., 2013). For example, Millennials rely heavily on technology for entertainment, to interact with others—and even for emotion regulation (Bolton et al., 2013).

**Great Recession (2008).** The Great Recession of 2008 has been especially hard on Millennials (O'Connor & Raile, 2015). Resulting in Millennials having higher levels of debt, poverty, and unemployment than Generation-X (Pew Research Center, 2014). In 2011, the unemployment rate for young college graduates was 9.4% and underemployment reached 19.1% (Shierholz, Sabadish, & Wething, 2012). In contrast, Generation-Xers entered the workforce during the boom economy of the late 1990s. At that time, the unemployment rate was below five percent and the price of inflation was actually declining (Katz, Krueger, Burtless, & Dickens, 1999). The late 1990s and the mid 2000s respectively represent historic highs and lows of

unemployment in many parts of the country (US Bureau of Labor Statistics, 2013a). Effects of the Great Recession of 2008, may have resulted in tempering Millennials' expectations for what validates appropriate work environments (O'Connor & Raile, 2015).

**Enron scandal.** The Enron scandal involved unethical business practices related to erroneous accounting practices that led to the largest bankruptcy of a US company in US history (McLean & Elkind, 2013). Affecting the lives of thousands of employees and the US stock market (McLean & Elkind, 2013), employees lost billions in pensions and stock ownership prices (McLean & Elkind, 2013). Consequently, the Enron scandal may have resulted in shaping Millennials' beliefs related to unethical business practices.

In an attempted cover up, Enron executives destroyed, altered, and or fabricated accounting records in an attempt to defraud shareholders and later prevent federal investigators from uncovering erroneous accounting practices (McLean & Elkind, 2013). Many executives were indicted for a variety of charges and some were later sentenced to prison for their actions (McLean & Elkind, 2013). The Enron scandal is viewed by some researchers as one event that has contributed to invoking the Great Recession of 2008 (McLean & Elkind, 2013). An event that has already been discussed as having some influence over Millennials' perspectives on work environments (O'Connor & Raile, 2015). Therefore, influence of the Enron scandal as an event resulting in the Great Recession, may have also resulted in shaping Millennials' beliefs on values related to ethical and or unethical business practices.

**Millennials' value system.** According to researchers, Millennials career goals are reaching a managerial level, working with increasingly challenging tasks, becoming a specialist, contributing to society, building a sound financial base, working internationally, and balancing personal life and career (Ismail & Lu, 2014). Millennials have been characterized as ambitious

and success driven, global in their perspective, and community-minded (Debevec et al., 2013). Findings in one study showed that Millennials who observe unethical behavior, will 67% of the time report the misconduct, which includes: stealing (74%); falsifying expense reports (71%); goods/services fail to meet specifications (69%); falsifying time sheets or hours worked (68%); and offering improper payments/bribes to public officials (67%) (Verschoor, 2013).

In contrast, Millennial behaviors' have often been categorized with characteristics that are self-serving (Mack, 2016). Older generations have categorized Millennials as lazy, apathetic, greedy, savvy, ruthless, narcissistic, and materialistic (Mack, 2016). Adding, Millennials are devoid of service to others, servitude to oneself in a sprint to personal enrichment, devoid of effort, sacrifice, or collaboration (Mack, 2016). Given these thoughts on Millennials' behavioral characteristics, some researchers feel that there is a concern that follows that may contribute to increasing unethical business practices and even crime (Cannon, 2010; Carrasco, 2016; Drago, 2015; Mack, 2016; Viswanathan & Jain, 2013). Researchers have indicated that there are common characteristics of Millennials that may have the potential for encouraging unethical work environments (Cannon, 2010; Carrasco, 2016; Drago, 2015; Mack, 2016; Viswanathan & Jain, 2013; Wright, Tibbetts, & Daigle, 2014).

***Narcissism.*** Millennials have been found to display a higher than common level of narcissism (Mack, 2016). The trait of narcissism, especially at an elevated level can lead to behavior that would be conducive to fraudulent activities (Mack, 2016, Wright et al., 2014). Research shows that people who score higher in narcissism are generally more aggressive toward others when they feel rejected (Wright et al., 2014).

***Highly educated.*** Millennials have been raised in an environment where a college education is almost expected, versus previous generations (such as baby-boomers) where a



college education was a dream or luxury (Mack, 2016). Globalization and the failing industrial power of the US is leading more Millennials into attending a college at rates never seen before; Millennials are the best-educated generation in history; fully a third (34%) have at least a bachelor's degree (Deweese, 2015).

***Technologically savvy.*** Millennials have never known a world that wasn't connected through the internet (Mack, 2016). As they have gotten older, mobile technology allows them to access almost any information needed at any time; and this ability is not seen as a luxury or convenience, it is an expected feature to daily life (Mack, 2016). Millennials at the youngest ages have been introduced to computers, and comfort and accessibility of technology is a pillar of millennial life; people who utilize technology at an earlier age become more proficient than people who learn later in their life (Smith, 2015).

***Fostering of impersonal relationships.*** Related to the influx of new technology, millennials are far more comfortable with impersonal relationships than other generations (Mack, 2016). The advent of social media and portable access allows a millennial to solely communicate via technology, such as text, email, Facebook, Snapchat, Twitter, emoji, and other venues to facilitate the building of a virtual wall between millennials and others in their personal or professional life. According to one study, Drago (2015) suggest that the decrease in the amount of time youth spend interacting face-to-face may have significant consequences for their development of social skills and their presentation of self.

***Impatient with status quo/strong desire to advance professionally.*** Millennials often feel that they are ready for greater roles within their company, sometimes in time frames unreasonable to traditional development plans (Mack, 2016). While most employers are not hiring for positions that will catapult the prospective employee into a new life of fame and

grandeur, the fact that there is significant rise in the desire for these constructs is illustrative of the success-obsessed culture that defines Millennials (Mack, 2016). Even if Millennials are sometimes unwilling to put in the necessary work to achieve these ideals, they want, have, to experience the feeling of extraordinary success (Carrasco, 2016).

***Entitlement.*** Many millennials carry a sense of entitlement in their personalities (Cannon, 2010; Chi et al., 2013; Kilber et al., 2014; Mack, 2016; Viswanathan & Jain, 2013). A factor of this feeling can easily be drawn to the phenomenon of overprotective Generation-X or Baby Boomer parents overcompensating for this misgivings and parenteral behaviors of their parents; Millennials have been coddled since preschool (Abramkina, 2015). Trophies have been awarded to this group just for showing up at soccer and baseball games (Gursoy et al., 2013). Millennials also regard themselves as having sound and efficient personal knowledge skills, but want and need constant feedback, which creates a grand sense of entitlement (Chi et al., 2013; Kilber et al., 2014; Viswanathan & Jain, 2013). Millennials are both demanding and expecting of time off, raises, and promotions within time frames that previous generations would not have dreamed about (Cannon, 2010).

***High debt from student loans.*** The added financial burden of prerequisite college degree is placing most millennials behind their peers from previous generations (Mack, 2016). According to a study by Mosendz (2016), more than two-in-five (42%) between 18 and 29 years old, report that they or someone in their household has student loan debt.

***Secular leaning.*** Religion or faith was a part of the daily lives in previous generations and was passed onto their children in many cases (Mack, 2016). However, that trend appears to be stalling as the millennial generation is the least religious of any of the previous generations

(Mack, 2016). Just a little over half (52%) of Millennials have an absolute certain belief in God, whereas 69% of baby-boomers do (Bridges, 2016).

***Lacking loyalty to employer.*** As previous generations aspired for long term job security and stability, Millennials are less loyal to their employer and are more self-interested than previous generations (Mack, 2016). According to a survey presented by Deloitte (2016), in one year's period (2016-2017), if given the choice, one in four Millennials will quit his or her current employer to join a new organization or to do something different. That figure increases to 44% when the time frame is expanded to two years (Deloitte, 2016).

***Lack of savings.*** A poor economy, crippling interest rates, extreme tuition rates, and an increasingly competitive job market leading college graduates to pursue higher degrees have left the common Millennials without much reserve cash in savings (Mack, 2016). The economic downturn of 2008 left a poor job market for the new graduate; it also impacted the parent of the Millennial who found they weren't able to contribute as much to the millennial's college fees (Lowrey, 2013). For the first time in modern history, a whole generation might not prove to be wealthier than the one that preceded it (Lowrey, 2013).

External events have shaped Millennials and influenced their values, priorities, and overall perspectives on matters specifically related to work environments. In general, from a much broader sense, Millennials' values and overall perspectives may reflect a desired quality of life expected in both external and internal environments. Researchers have indicated that in relation to work, Millennials "want it all" and "want it now" in terms of pay and benefits, career advancement, work/life balance, interesting work and being able to make a contribution to society through work practices (Solnet, Kralj, & Baum, 2013).

### **II.3.5 Millennials in the Professional Workforce**

Hayes (2013) indicated that people communicate based on their generational backgrounds and each generation has different attitudes, behaviors, expectations, habits, and means by which they are motivated. Generational differences, relative to how people communicate, might affect misunderstandings, high employee turnover, difficulty in attracting employees, and gaining employee commitment. Running any type of business requires employers to deal with many kinds of people and age groups (Hayes, 2013).

By 2020, Millennials are expected to comprise 46% of the US workforce (US Bureau of Labor Statistics, 2013b). Research has been conducted on Millennials' expectations for work and how they are distinct from previous generations (Eisner, 2005; Ertas, 2015; Graybill, 2014; Moon, 2014; Winter, 2014).

**Work ethic.** Graybill (2014) points out that Millennials' commitment to an organization centers on three aspects: (1) their degree of belief and acceptance of organizational goals and values; (2) their willingness to exert effort on behalf of the organization; and (3) their desire to continue employment within the organization. In sum, this translates into adaptability and a willingness to change jobs if the current organization does not meet their needs (Graybill, 2014). Millennials expect work efficiency and tasks to be completed in a direct manner and not slowed by self-serving processes not related to achieving a specific outcome (Winter, 2014), such as bureaucratic "red tape."

**Prosocial environment.** Millennials desire employer support that allows them to make change in work environments that result in improvements and increase their chances for being recognized as a contributor for increasing work-efficiency (Winter, 2014). Mentoring of Millennials may provide supervisors a means for satisfying work-efficiency concerns (Winter, 2014). One study indicated that some Millennials felt that mentoring can be a fantastic

advantage, given that mentoring may allow for identification of development opportunities, and provide direction on how to navigate through work environments for achieving success.

Finally, studies regarding Millennials' thoughts on work-life balance show differing perspectives (Eisner, 2005; Winter, 2014). Eisner (2005) indicated that younger workers hold a realistic perspective on work-life balance, which typically equates to imbalance (more work and less leisure) as not wholly negative but a necessary aspect of work in some work environments. In contrast, Winter (2014) found that younger workers seemed to revolve around work values for achieving work-life balance, because "serving others" equated to "enjoyment" of work.

**Goal achievement.** Work values headed under goal achievement suggest Millennial workers that are willing to make a broader contribution to society or the community and employers should state such social-ethical goals in terms of as they relate to this generation's expectations (Winter, 2014). Researchers have indicated that Millennials report favoring work that allows them to make a difference and is fulfilling (Ertas, 2015; Moon, 2014). Millennials show a strong need to connect their work to a higher purpose (Moon, 2014). Employers may find that by discussing vision, mission, goals, and direction of the organization helps Millennials see themselves in relation to the overall direction of the organization (Moon, 2014). Broader social principles are important factors for Millennials to conceive thought on success (Winter, 2014). For example, success may be construed in terms of long-term outcomes such as "nation-building" and making "the place far better for the next generation" (Winter, 2014). However, material success may go hand in hand with broader social-ethical concerns such as "seeing a result that affects people" (Winter, 2014). For example, requirements of a profession may be goal oriented for reuniting families—as in the case with social work. Actions required of a profession, act in accordance with Millennials' perspectives on ethics and morals desired in work

environments (Winter, 2014). Therefore, Millennial workers may find a company's CSR program as an essential process for fulfilling their values and work behaviors, as they relate to goal achievement perspectives, for determining what matters most in a work environment.

#### **II.4 Summary and Conclusion**

In summary, baby-boomers have been characterized as individuals who believe that hard work and sacrifice are the price to pay for success—they live to work (DeLucia, 2015; Gursoy et al., 2013), and are loyal, accepting of hierarchical relationships in the workplace (Bendaraviciene, Krikstolaitis, & Bakanauskiene, 2013; Gursoy et al., 2013; Money, O'Donnell, & Gray, 2014) and are goal-oriented, which is a significant tension point between them and the younger generations because they expect others to have the same work ethic and work the same hours (Gursoy et al., 2013; Hayes, 2013; Leavitt, 2014).

Generation X desires a sense of belonging/teamwork, ability to learn new things, autonomy, entrepreneurship, flexibility, feedback, and short-term rewards (Chi et al., 2013; Gursoy et al., 2013; Mencl & Lester, 2014). They tend to be skeptical of the status quo, and hierarchical relationship, and expect managers to earn respect rather than gain respect by virtue of a title (Chi et al., 2013; Gursoy et al., 2013). They are found to be technologically savvy, informal, quick learners, value work-life balance and embrace diversity (Chi et al., 2013; Gursoy et al., 2013; Mencl & Lester, 2014).

Generation Y (Millennials) are encouraged to make their own choices and were taught to question authority by their parents (Chi et al., 2013; Gursoy et al., 2013; Kilber, Barclay, & Ohmer, 2014; Lakshmi, Jampala, & Dokk, 2013). They expect employers to accommodate their “consumer” expectations in this regard (Kilber et al., 2014; Lakshmi et al., 2013). Millennials do not necessarily see that they should get more, but that an employer should give more to their

employees. This generation grew up with technology (Beutell, 2013; Hayes, 2013; Kilber et al., 2014). Resulting in influencing how to approach problem-solving situations (Beutell, 2013; Kilber et al., 2014; Viswanathan & Jain, 2013). Studies have indicated that Millennials require constant supervision and guidance (Chi et al., 2013; Kilber et al., 2014; Viswanathan & Jain, 2013).

In contrast, researchers have indicated that Millennials report favoring work that allows them to make a difference and is fulfilling (Ertas, 2015; Moon, 2014). Broader social principles are important factors for Millennials to conceive thought on success (Winter, 2014). Therefore, Millennial workers may find a company's CSR program as an essential process for fulfilling their values and work behaviors, as they relate to goal achievement perspectives, for determining what matters most in a work environment. Differences in generational work values and differing perspectives on what constitutes ethical and unethical work conditions may be resulting in influencing turnover intention and retention of Millennials in current organizations.

CSR is a discretionary business practice that involves a complex range of activities that a business is expected to undertake to satisfy the interest of multiple stakeholders (such as employees) and maintain harmonious relationship with the community where the business operates (Berry & Junkus, 2013; Inyang, 2013; Virvilaite & Daubaraite, 2015). Researchers propose that by adopting a moral and ethical approach in business, in conjunction with a philanthropic process when making decisions, would benefit a businesses' ability to remain competitive, increase a businesses' image, and increase employee morale (Sen & Cowley, 2013). Therefore, a strong CSR program may be based on ideas related heavily on doing what is right, just and fair; ideas that support both an ethical and philanthropy approach for doing business, and would further suggest that value gained from a strong CSR program would be a result based on

acceptable social norms as determined by specific stakeholders—such as customers, employees and local communities.

Attraction-selection-attrition (ATA) theory is the theoretical framework and foundation for this study. ATA is a means of explaining how processes of attraction, selection, and attrition affect the homogeneity of an organization (Schneider, 1987). Schneider (1987) proposed that applicants are attracted to an organization, as a potential employer, based on perceptions of organizational goals and culture. Schneider (1987) proposed that processes of selection and attrition functioned similarly, and that processes of mutual selection between an applicant and potential employer stemmed from perceived similarities between the two parties. Therefore, ATA may assist in providing understanding for explaining problems associated with turnover intention and retention of Millennials relating to work conditions that involve an organization's CSR program—the focus of this study.

In conclusion, the literature review has revealed different value systems and perspectives between generations. Specifically, there are sharp differences between Generation-Y (Millennials) and the dominant work force generation (Baby-Boomers) currently in place. Differences in generational characteristics have implied effects for influencing turnover intention and retention rates in the workplace. ATA may assist in providing understanding for explaining problems associated with turnover intention and retention rates involving the Millennial generation, with specific emphasis for examining an organization's CSR program when applying ATA theory. CSR has been discussed as being a means for attracting and influencing Millennials perspectives and behaviors in the workplace. Studies have not focused on the aspect of an organization's CSR program and how this may or may not lend to influencing Millennials'



workplace behavior. This then is the gap that will be addressed in this study, as reflected in the purpose and research questions.

The next chapter will provide the proposed methodological plan for the study. Given the problem and the identified gap in the literature, a quantitative comparative/statistical analysis approach will be able to address the lack of understanding associated with Millennials' turnover intentions and retention and how these variables might be influenced by CSR. The next chapter will also provide descriptions of the role of the researcher; participant selection process; instrumentation; procedures for recruitment, participation, data collection, and data analysis plan; and issues of trustworthiness.

### III Chapter III: Research Methodology

#### III.1 Introduction

The purpose of this quantitative study is to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions. It is also the purpose of this study to examine the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. The following research questions and hypothesis guided this research study:

#### Research Question 1

What is the predictive relationship of perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society with turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary?

***H<sub>01</sub>***: Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, do not have a significant predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

***H<sub>A1</sub>***: Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, will have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

#### Research Question 2

What is the mediating effect of person-organization fit on the relationship between perceived CSR and turnover intentions?

***H<sub>02</sub>***: Person-organization fit will not significantly mediate the predictive relationship between perceived CSR and turnover intentions.

***H<sub>A2</sub>***: Person-organization fit will significantly mediate the predictive relationship between perceived CSR and turnover intentions.

### **Research Question 3**

What is the moderating effect of employee generation on the predictive relationship between perceived CSR and turnover intentions?

***H<sub>03</sub>***: Employee generation will not significantly moderate the predictive relationship between perceived CSR and turnover intentions.

***H<sub>A3</sub>***: Employee generation will significantly moderate the predictive relationship between perceived CSR and turnover intentions, such that this relationship is stronger for Millennials compared with other generations.

This chapter contains the discussion of the research methodology used in the study. In addition, subsections will be devoted to the population and sampling procedure, the instrumentation used for the study, the data collection procedure, and data analysis. The chapter will end with a discussion of the ethical considerations of the study and a summary of the chapter.

### **III.2 Research Method and Design**

A quantitative design was selected for this study because its research questions are concerned with statistical relationships between quantified variables (Punch, 2013). Quantitative methodology represents a model to test the hypotheses of the relationships of predetermined variables based on inquiries of proposed problems (Haneef, 2013). Numerical data of the study

variables will be obtained using survey instruments. Survey data will be collected from a sample of workers from a variety of organizations throughout the United States

The specific quantitative research design used is a predictive correlational design. Correlational designs are useful in examining statistical relationships between variables that are not manipulated by the researcher (Sousa, Dreissnack, & Mendes, 2007). A predictive correlational design uses variables that are conceptualized as independent and dependent variables, although they occur naturally and are not manipulated by the researcher (Sousa et al., 2007). This design is appropriate for use in this study, as the researcher is interested in the predictive relationship between CSR and turnover intentions. The independent variable will be CSR while the dependent variable will be turnover intentions. A correlational research study is conducted when the objective of a quantitative study is to determine relationships between variables and to measure the behavior and strength of any relationship that exists between two variables (Leedy & Omrod, 2010). However, causality cannot be determined in a correlational research design as it can in when utilizing an experimental research design. Correlational research design is an appropriate match since this study will not involve any manipulation of variables or the use of a controlled experimental research setting.

Use of mediator variables increases the robustness of a study by facilitating examination of processes occurring between variables, which allows researchers to explain the relationship between those variables (MacKinnon, 2011). In this study, person-organization fit will be examined as a mediator between perceived CSR and turnover intention. This will allow for examination of how or why perceived CSR relates to employees' turnover intentions. Additionally, use of moderator variables increases the specificity of a study's findings by examining how the relationship between two variables is affected by an additional variable

(MacKinnon, 2011). In this study, employee generation will be integrated as a moderator variable, which will allow for examination of any differences in the CSR-turnover intentions relationship for workers in the Millennial, Generation X, or Baby Boomer generations.

### **III.3 Population and Sampling**

The population sample chosen for this study will include individuals who are currently employed and were born between 1946 and 2000. They will be drawn from several organizations throughout the United States. There will be no restrictions set on the demographic characteristics aside from the stated criteria. There will also be no restriction on the industry where the organizations are in. This is in order to get the right mix of CSR variability of organizations in different organizations.

The required sample size for the study is determined using a power analysis. The power analysis is conducted using the G\*Power software which is a statistical power analysis program designed to analyze different types of power and compute sample size with different types of statistical analysis. The sample size is calculated based on the different factors of Cohen's effect size, the level of significance (alpha level), and the power of the study, which is the likelihood of rejecting a false null hypothesis. A power of 0.80 is normally used in quantitative researches to provide valid statistical results (Faul, Erdfelder, Lang, & Buchner, 2009). A medium effect size will be used in order not to be lenient and strict at the same time. An *a priori* power analysis was conducted considering the statistical test of eight predictors (six measures of the independent variables of CSR, one measure of the mediator of person-organization fit, and one measure of the moderator of employee generation), a statistical power of 0.80, a medium effect size of 0.15, and a level of significance of 0.05. The total sample size computed was 55 samples (See Appendix A). This means that at least 55 participants who pass the inclusion criteria of the study should be

sampled for this study. This study will recruit a minimum of 400 samples.

For the sampling, this proposed study will use non-probabilistic sampling to recruit study participants who are currently employed and were born between 1946 and 2000 from several organizations throughout the United States. According to Robinson (2014), when using non-probabilistic sampling researchers use their judgment to select the subjects to be included in the study based on their knowledge of the phenomenon. Specifically, the non-probabilistic sampling of purposive sampling and snowball sampling will be used to recruit samples. Purposive sampling represents a form of non-probabilistic sampling which targets a population with particular characteristics (Martin & Bridgmon, 2012). The use of purposeful sampling involves recruiting targeted individuals with similar characteristics related to the objectives of the study (Yang & Banamah, 2014). Purposeful sampling is conducted because it offers the advantages of greater accessibility, higher speed of recruiting samples, and less costs to recruit a sample of participants for a study (Coy, 2008). On the other hand, snowball sampling is the process by which individuals who participate in a study refer individuals with similar characteristics to participate in the study (Emerson, 2015). Snowball sampling will also be used to increase the likelihood of achieving the required sample size and recruiting similar sociocultural background and geographic locations. Thus based on the use of purposeful and snowball sampling, all organizations that are available and willing to be included in the study in any industry will be targeted to be recruited for this study.

Participants from the chosen available organizations will be recruited by sending them e-mail invitations. An explanation of the purpose of the study and the involvement of the sample in the study will be included in the email. Prospective participants who respond to the emails will contact the researcher directly. Non-responders will receive an e-mail reminder notification 1

week following the initial invitation.

### **III.3.1 Instrumentation**

**CSR Instrument.** The independent variable of perceived CSR will be measured using a 17-item CSR instrument developed by Fatma et al. (2014). Of the employee-perceived CSR scales reviewed, Fatma et al.'s (2014) was the most comprehensive in its scope, which will allow for examination of the relationship of multiple dimensions of CSR with employee turnover. The CSR activities included in the instrument of Fatma et al. (2014) include CSR related to customers (4 items), employees (3 items), shareholders (3 items), the environment (3 items), and society (4 items). The four items measuring CSR related to customers include Policy for customer safety and confidentiality, Treats its customer honestly, Establish procedure to comply with customer complaints, and Make an effort to know the customer needs. Respondents will be asked to indicate their agreement or disagreement with each of the statements for the items on the 17-item CSR instrument by Fatma et al. (2014), using a five-point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree," with a midpoint labeled "neither agree nor disagree". Each of the different component dimensions of the CSR will be measured by the summed scores of the different items measuring each CSR dimensions. Also, the overall measure of perceived CSR will be obtained by the total summed scores on the 17-item CSR instrument. The type of measurement of perceived CSR will be continuous. Both the overall measure and the individual constructs will be used as the measures for CSR. The individual constructs (component dimensions of customers, employees, shareholders, the environment, and society) will be the first order constructs of perceived CSR while the overall measure of the 17-item CSR instrument will be the second order construct of perceived CSR.

The reliability of the 17-item CSR instrument by Fatma et al. (2014) was assessed by

Cronbach's alpha and average variance extracted (AVE). The Cronbach's alpha of each CSR dimensions which include customers (0.87), employees (0.82), shareholders (0.74), the environment (0.81), and society (0.90) are all greater than 0.70 indicating acceptable Cronbach's alpha values. The AVE provides the amount of variance captured by the random measurement error and an AVE higher than 0.50 indicates a good internal consistency. The AVE for each factor ranges from 0.50 to 0.60 meeting the criteria for internal consistency.

**Turnover Intention Scale (TIS-6).** The dependent variable of turnover intentions will be measured using the six-item Turnover Intention Scale (TIS-6) developed by Bothma and Roodt (2013). The six-item TIS-6 is adapted by Roodt (2004) from his unpublished 15-item turnover intention scale as a measure for assessing employees' intentions of either staying with or leaving an organization. The TIS-6 measures participant's responses using a semantic differential technique of bipolar 5-step response scales defined by two opposites (e.g., never - always; to no extent - to a very large extent; highly unlikely - highly likely). Items included in the TIS-6 include "How likely are you to accept another job at the same compensation level should it be offered to you?" and "How often have you considered leaving your job?" The measure of turnover intentions will be obtained by getting the total summed scores on the 6-item TIS-6 instrument. The type of measurement of turnover intentions will be continuous.

The reliability of the 6-item TIS-6 was assessed by Cronbach's alpha. According to a recent study by Bothma and Roodt (2013), there was an acceptable internal consistency reliability of the TIS-6. Reliability of the six-item TIS-6 ( $\alpha = 0.80$ ) was greater than the minimum acceptable value of 0.70.

**Person-organization fit Instrument.** The mediator of person-organization fit is the compatibility of employees with organizations based on shared values and goals. Person-



organization fit will be assessed using a commensurate measurement process (Kristof, 1996). This means that items will be created to assess the importance of each dimension of CSR to participants, using the same content dimensions as the 17-item CSR instrument developed by Fatma et al. (2014). For example, the Pearson correlation coefficient between the two CSR scale items of “To what degree does your company protect employee safety?” and its counterpart of “How important to you is it that your company protect employee safety?” for each respondent will be obtained as a measure of the person-organization fit. The person-organization fit measure will be a profile correlation across the items between the organization and employee items. The degree of person-organization fit will be indicated by the correlation between perceived CSR as exhibited by the organization and the level of personal importance to the employee of each aspect of CSR (Kristof, 1996).

**Demographic Questionnaire.** The demographic questionnaire will be used to measure the moderator of employee generation (Millennials, Generation X, and Baby Boomers) and the control variables of organization type (for-profit, nonprofit), industry (e.g., retail, social services, manufacturing, hospitality), size of organization, gender, and income/salary of sample. These are all categorically measured. The question items for each of these demographic characteristics will have categorical groups as its response choices. For employee generation, the respondents will be asked to report their year of birth and the researcher will distinguish the employee generation based on the year of birth.

### **III.3.2 Data Collection**

As stated, data will be collected using surveys. Four different surveys will be used. These include the CSR Instrument, TIS-6, Person-organization fit instrument, and Demographic questionnaire. This quantitative study will conduct data collection electronically or online.

Michaelidou and Dibb (2006) identified several advantages of online data collection procedures which include easier access, lower cost, and the promise of anonymity. Respondents will be more comfortable in answering the survey, and conducting the survey through the internet will also eliminate any effect that the presence of the researcher may have on the subjects

The survey instrument will be posted in the online survey tool of Qualtrics. Qualtrics is a web-based survey instrument that specializes in providing a platform for surveys. The link to the survey instruments will be sent to the participants through e-mail including the invitation to participate in the study. In the Qualtrics website where the survey instrument are posted, an introductory page that explains the purpose of the study, instructions on how to answer the survey instruments, an informed consent form that includes the promise of anonymity and confidentiality, and then the questionnaires will be posted. Also, the contact information of the researcher will be posted in case the respondents have any questions regarding the study.

Participants will be notified that (a) participation can be terminated at any time without consequence, (b) no compensation from the researcher will be provided, and (c) no deception will be used in the proposed study. Prior to administering the survey, participants should provide consent in participating in the study. Each of the respondents should agree to and sign the informed consent form to prove that they have given their consent to participate in the study. The informed consent form will appear on the Qualtrics website after the introductory paragraphs and will require an affirmative response before advancing to the actual survey questionnaires. This process will ensure that each participant's informed consent will be obtained. The informed consent process will inform the participant that any information collected from them will remain confidential, and that no personal or identifying information will be collected and used. Participants will be asked about their willingness to take part in the survey electronically. Only

participants who have agreed to participate in the study through the informed consent form will be directed to the survey instruments. The participants should click “agree, I am willing to participate” button to the informed consent form in the online link to prove they provide consent to participate in the study. Once permission from the participants will be obtained, data collection will commence and the participants can access the survey. The respondents will be redirected to the next page, which will begin the survey questionnaires. Clicking the negative response button “I am not willing to participate” will conclude the survey, and respondents will not be allowed to answer the survey instruments indicating they did not provide electronic consent for participation. The respondents will complete the survey in approximately 30 minutes or less, but there will be no time limit given in the questionnaire.

The researcher will evaluate raw data as the responses are completed until a minimum of the 400 participants are reached. These means at least 400 complete responses in each survey instruments should be collected. Data collection will stop if at least 400 complete responses of the different survey instruments have been obtained. The participants’ responses will be posted directly into the researcher’s Qualtrics account and will be downloadable. The survey responses will be analyzed using the statistical analysis tool of SPSS.

### **III.3.3 Data Analysis**

**Descriptive Statistics.** Descriptive statistics will be used to summarize the data of the study variables. Frequencies and percentages will be used to describe categorical data. Central tendencies measure of mean and standard deviation will be used to summarize the continuous measured variables.

**Test of Normality.** Prior to the statistical analysis to address the research questions of the study, normality testing will be conducted on the data of the study variables to ensure that the

assumptions required for a parametric statistical test are fulfilled. This is because the statistical analyses of Pearson correlation analysis and regression analysis that will be conducted are parametric statistical tests. When the normality assumption is met, the residuals (errors of prediction = differences between predicted and obtained scores) are normally distributed, independent and symmetrically distributed around a mean of zero. Investigation will be conducted by examining the skewness and kurtosis statistics and also the investigation of the normality plots in the histograms.

**Outliers.** When some outliers appear in the data, statistical analysis must be conducted without the outliers. Scatter plots will be created on the data of each of the study variables to investigate the presence of anomalies or outliers in the data before conducting the statistical analysis. These outliers will be removed in the data set.

**Correlation Analysis.** Pearson correlation tests will be used to determine the strength of relationships between CSR and turnover intentions. The Pearson correlation analysis will be conducted to examine the correlations among the different components and overall measure of CSR with turnover intentions. The Pearson correlation test is a statistical test that determines correlation between two continuous measured variables (Nikolić, Muresan, Feng, & Singer, 2012). A Pearson correlation coefficient will be calculated to index the strength (weak, moderate, and strong) and direction of the relationships (positive or negative) among the stated variables (Pearson, 1895). Weak correlation has  $r$  coefficient of  $-0.3$  to  $0.0$  or  $0.0$  to  $0.3$ . Moderate correlation has  $r$  coefficient of  $-0.7$  to  $-0.3$  or  $0.3$  to  $0.7$ . Strong correlation has  $r$  coefficient of  $-1.0$  to  $-0.7$  or  $0.7$  to  $1.0$ . A level of significance of  $0.05$  will be also used in the correlation test. Significant correlation between variables is observed if the  $p$ -value of the  $r$  statistics of the Pearson correlation test is less than the critical value of the level of significance set at  $0.05$ .

**Multiple Regression Analysis.** A multiple regression analysis will be conducted to address research question one which aims to determine whether perceived CSR have a significant predictive relationship with turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary. The multiple regression analysis will determine whether the independent variables (overall perceived CSR and component dimensions of customers, employees, shareholders, the environment, and society) significantly predict the dependent variable (turnover intentions) after controlling for the control variables of organization type, industry, size of organization, gender, and income/salary. A multiple regression analysis statistical test will be used to measure the size of the effect and whether the independent variables have positive or negative relationships on the dependent variable (Neuman, 2009).

In the first block of the multiple linear regression model, the control variables of organization type, industry, size of organization, gender, and income/salary will be included in the multiple linear regression model. In SPSS, the control variables will be added in the first block to determine their effects to the dependent variables. The individual effects of each control variable will be isolated and the significance will be tested. Then, the different measures of the independent variables of perceived CSR will be added to the multiple linear regression in the second block to test if it adds significantly to the model. This will determine any statistically significance of additional variances accounted for by these independent variables to the dependent variable while controlling the effects of the control variables. The result of the analysis will determine the individual effects of each independent variable of interest to the dependent variable in the presence of the control variables by examining the statistical significance of the change in the correlation coefficient  $R^2$ .

Alpha level or level of significance of 0.05 will be used in order to determine the

significance of the effects of the independent variables in predicting the dependent variable in the regression analysis. The independent variables will have a significant predictive relationship with the dependent variable if the  $p$ -value of the  $t$ -statistics of the regression is less than or equal to the value of the level of significance. The beta coefficient in the regression model will be examined to determine the degree of the predictive relationship of the independent variable to the dependent variable. A positive value of the beta coefficient indicates high scores on the independent variable has are related to high scores on the dependent variable. A negative value of the beta coefficient indicates that the independent variable has an inverse relationship with the dependent variable, which means that high scores on the dependent variable are associated with low scores on the dependent variable. The beta coefficient will be used to measure the strength of the relationship and if any of the independent variables are able to predict the scores on the dependent variable (Tabachnick & Fidell, 2007).

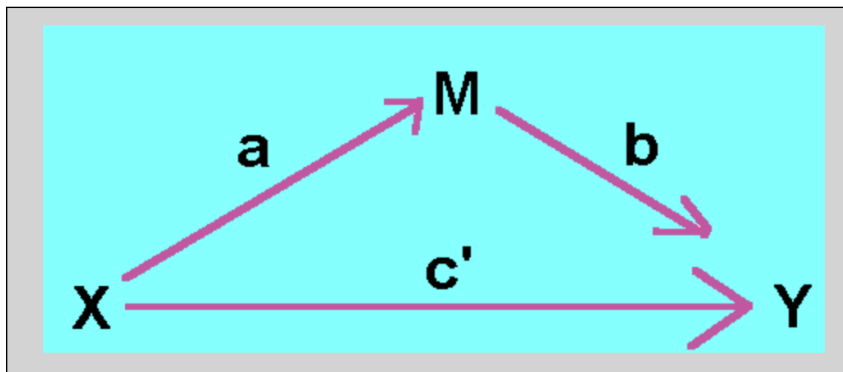
**Mediating Regression Analysis.** A mediating regression analysis will be conducted to address research question two which aims to determine whether person-organization fit have a mediating effect on the predictive relationship between perceived CSR and turnover intentions. Specifically, Baron and Kenny (1986) steps in determining mediation effect will be conducted. A level of significance of 0.05 will be used in the mediating regression analysis. Consider X as the independent variable, Y as the dependent variable, and M as the mediator variable. The steps are as follows:

*Step 1:* Show that the independent variable is correlated with the dependent variable. Use Y as the dependent variable in a regression equation and X as a predictor (estimate and test path  $c$  in the above figure). This step establishes that there is an effect that may be mediated.

**Step 2:** Show that the independent variable is correlated with the mediator. Use M as the dependent variable in the regression equation and X as an independent variable (estimate and test path *a*). This step essentially involves treating the mediator as if it were a dependent variable.

**Step 3:** Show that the mediator affects the dependent variable. Use Y as the dependent variable in a regression equation and X and M as independent variable (estimate and test path *b*). It is not sufficient just to correlate the mediator with the dependent variable because the mediator and the dependent variable may be correlated because they are both caused by the independent variable X. Thus, the independent variable must be controlled in establishing the effect of the mediator on the dependent variable.

**Step 4:** To establish that M completely mediates the X-Y relationship, the effect of X on Y controlling for M (path *c'*) should be zero (see discussion below on significance testing). The effects in both Steps 3 and 4 are estimated in the same equation.



**Figure 1 Illustration of Mediation Effect (Barron & Kenny, 1986)**

**Hierarchical Regression Analysis.** A hierarchical regression analysis will be conducted to address research question three which aims to determine whether employee generation has a moderating effect on the predictive relationship between perceived CSR and turnover intentions. In the first block of the hierarchical regression model, the independent variable of perceived CSR

and the moderator of employee generation will be included in the regression model. The perceived CSR and employee generation will be added in the first block to determine their individual predictive relationships with turnover intentions. For this regression analysis, only the overall measure of perceived CSR will be included as the dependent variable. Then, the interaction term between the independent variable of perceived CSR and the moderator of employee generation will be added to the regression model in the second block to test if it adds significantly to the model. This analysis determines whether employee generation has a moderating effect on the predictive relationship between perceived CSR and turnover intentions. The interaction term between perceived CSR and employee generation will represent the moderating effect of employee generation. The result of the analysis will determine the moderating effect on the relationship between the independent variable and the dependent variable by examining the statistical significance of the change in the correlation coefficient  $R^2$ . A level of significance value of 0.05 is used in order to determine the statistical significance of moderation effect in the hierarchical regression analysis. A statistically significant moderation effect by the moderator on the relationship between the independent variables and dependent variable is determined if the probability value of significance (p-value) of the significant change in the  $R^2$  is less than or equal to the level of significance value.

#### **III.4 Summary**

Chapter three discussed the study's research method and design, population and sampling, instrumentation, data collection procedures, and data analysis that will be used in the proposed study. This study will use a quantitative, predictive correlational design to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions;



the mediating effects of person-organization fit; and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. The sample of the study consisted of individuals who are currently employed and were born between 1946 and 2000 from several organizations throughout the United States. Survey instruments of CSR Instrument, TIS-6, Person-organization fit instrument, and Demographic questionnaire will be used to measure the different study variables of perceived CSR, turnover intentions, person-organization fit, employee generation, organization type, industry, size of organization, and gender. The surveys will be conducted electronically or online using Qualtrics. Data analysis will include using descriptive statistics, Pearson correlation analysis, and regression analysis to address the research goals. Chapter four will present the findings of the data analysis and specifically expose the data's results. Then, Chapter five will discuss the results and their implications for practice, research, and theory.

## IV Chapter IV: Results and Analysis

### IV.1 Introduction

The purpose of this study is to examine the relationships between specific dimensions of perceived CSR and turnover intentions. This study also examines the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. Chapter four presents descriptive data, data analysis using correlational analysis, multiple regression analysis, mediating regression analysis, and moderator regression analysis. IBM®SPSS® Statistics Version 22 was utilized to conduct the data analysis. The following research questions and hypotheses guided this project:

#### Research Question One

What is the predictive relationship of perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society with turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary?

***H<sub>01</sub>***: Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, do not have a significant predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

***H<sub>A1</sub>***: Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

### **Research Question Two**

What is the mediating effect of person-organization fit on the relationship between perceived CSR and turnover intentions?

*H<sub>02</sub>*: Person-organization fit does not significantly mediate the predictive relationship between perceived CSR and turnover intentions.

*H<sub>A2</sub>*: Person-organization fit significantly mediates the predictive relationship between perceived CSR and turnover intentions.

### **Research Question Three**

What is the moderating effect of employee generation on the predictive relationship between perceived CSR and turnover intentions?

*H<sub>03</sub>*: Employee generation does not significantly moderate the predictive relationship between perceived CSR and turnover intentions.

*H<sub>A3</sub>*: Employee generation significantly moderates the predictive relationship between perceived CSR and turnover intentions, such that this relationship is stronger for Millennials compared with other generations.

## **IV.2 Demographic Information of the Sample**

Tables 1 and 2 summarize the demographic characteristics of the 559 respondents who are currently employed and were born between 1946 and 2000.

**Table 2 Frequency and Percentage Summaries of Demographic Information**

	Frequency	Percent
<b>Employee Generation</b>		
1 Baby Boomers	160	28.6
2 Generation X	192	34.3
3 Millennial	207	37.0
	Frequency	Percent
<b>Ethnicity</b>		
1 White	460	82.3
2 Hispanic or Latino	36	6.4
3 Black or African American	29	5.2
4 Native American or American Indian	8	1.4
5 Asian / Pacific Islander	10	1.8
6 Other	16	2.9
<b>Gender</b>		
1 Female	250	44.7
2 Male	307	54.9
4 Prefer to self-describe _____	1	0.2
5 Prefer not to say	1	0.2
<b>Marital status</b>		
1 Single, never married	128	22.9
2 Married or domestic partnership	348	62.3
3 Widowed	12	2.1
4 Divorced	63	11.3
5 Separated	8	1.4
<b>Highest degree or level of school completed</b>		
2 Some high school, no diploma	1	0.2
3 High school graduate, diploma or the equivalent (for example: GED)	56	10.0
4 Some college credit, no degree	80	14.3
5 Trade/technical/vocational training	21	3.8
6 Associate degree	71	12.7
7 Bachelor's degree	194	34.7
8 Master's degree	105	18.8
9 Professional degree	4	0.7
10 Doctorate degree	27	4.8
<b>Employment status</b>		
1 Employed full-time	539	100

Table 2  
*Frequency and Percentage Summaries of Demographic*  
 (continued)

	Frequency	Percent
<b>Type of industry</b>		
1 Healthcare	75	13.4
2 Manufacturing	62	11.1
3 Education (K-12)	36	6.4
4 Higher education	35	6.3
5 Banking/Finance	32	5.7
6 Insurance	14	2.5
7 Communications	20	3.6
8 Transportation	12	2.1
9 Government	32	5.7
10 Retail	47	8.4
11 Hospitality	18	3.2
12 Other	176	31.5
<b>Job title</b>		
1 Intern	2	.4
2 Entry level	83	14.8
3 Analyst / Associate	152	27.2
4 Manager	155	27.7
5 Senior Manager	42	7.5
6 Director	58	10.4
7 Vice President	11	2.0
8 Senior Vice President	6	1.1
9 C level executive (CIO, CTO, COO, CMO, Etc)	23	4.1
10 President or CEO	9	1.6
11 Owner	16	2.9
Missing	2	0.4
<b>Type of organization</b>		
1 Public sector	218	39.0
2 Private sector	253	45.3
3 Not-for-profit	70	12.5
4 Don't know	12	2.1
5 Other	6	1.1
<b>Annual revenue of the organization (size of organization)</b>		
\$0 - \$1 million	137	24.5
\$1 million - \$5 million	34	6.1
\$5 million - \$10 million	20	3.6
\$10 million - \$50 million	27	4.8

Table 2 (continued)

*Frequency and Percentage Summaries of Demographic Information*

	Frequency	Percent
\$50 million - \$100 million	96	17.2
\$100 million - \$250 million	24	4.3
\$250 million - \$500 million	16	2.9
\$500 million - \$1 billion	27	4.8
\$1 billion and above	30	5.4
Not sure	38	6.8
Other	109	29.5
Missing	1	0.2
<b>Total number of persons who work in all locations where employer operates (size of organization)</b>		
1	119	21.3
2-9	87	15.6
10-24	48	8.6
25-99	107	19.1
100-499	48	8.6
500-999	34	6.1
1,000-4,999	29	5.2
5,000+	86	15.4
Missing	1	0.2
<b>Total income before taxes during the past 12 months</b>		
Less than \$25,000	34	6.1
\$25,000 to \$34,999	68	12.2
\$35,000 to \$49,999	94	16.8
\$50,000 to \$74,999	126	22.5
\$75,000 to \$99,999	89	15.9
\$100,000 to \$149,999	82	14.7
\$150,000 to \$249,999	39	7.0
\$250,000 or more	27	4.8

### IV.3 Descriptive Statistics of Study Variables

Table 3 summarizes the descriptive statistics of the study variables. These include the dependent variable (turnover intentions), the independent variables (CSR as measured by the overall score and its component dimensions of customers, employees, shareholders, environment, and society), and the mediator (person-organization fit). For turnover intentions, the mean score was 15.50 (SD = 4.33). The mean score was in the lower end of the 6 to 36 range of possible scores indicating that the samples have low levels of turnover intentions. For CSR, the overall mean score was 69.57 (SD = 12.61). The mean score was in the higher end of the 17 to 85 range of possible scores indicating that the samples have higher levels of CSR. In terms of the different dimensions, it can be observed that the sample of individuals have the highest CSR related to customers ( $M = 16.64$ ;  $SD = 3.05$ ), society ( $M = 14.675$ ;  $SD = 3.80$ ), and shareholders ( $M = 11.85$ ;  $SD = 2.30$ ). The lowest CSR levels were related to employees ( $M = 7.53$ ;  $SD = 2.01$ ) and environment ( $M = 10.06$ ;  $SD = 2.90$ ).

**Table 3** *Descriptive Statistics of Study Variables*

	N	Minimum	Maximum	Mean	Std. Deviation
Turnover intentions	559	6	30	15.50	4.33
Person-organization fit	559	0	27	17.76	4.75
Overall CSR	558	0	90	69.57	12.61
CSR related to customers	558	0	20	16.64	3.05
CSR related to employees	558	0	10	7.53	2.01
CSR related to shareholders	558	0	15	11.85	2.30
CSR related to the environment	558	0	15	10.06	2.90
CSR related to society	558	0	20	14.75	3.80

#### IV.3.1 Results of Pearson Correlation Analysis

The first analysis involves Pearson correlation analysis to determine the strength of relationships between CSR and turnover intentions. A level of significance of 0.05 was used in the correlation analysis. The results of the correlation analysis were presented in Table 4.

**Table 4 Pearson Correlation Results of Relationship Between Leadership Styles and Employee Job Satisfaction**

		Turnover intentions
Overall CSR	Pearson Correlation	-0.21*
	Sig. (2-tailed)	0.00
	N	558
CSR related to customers	Pearson Correlation	-0.23*
	Sig. (2-tailed)	0.00
	N	558
CSR related to employees	Pearson Correlation	-0.29*
	Sig. (2-tailed)	0.00
	N	558
CSR related to shareholders	Pearson Correlation	-0.14*
	Sig. (2-tailed)	0.00
	N	558
CSR related to the environment	Pearson Correlation	-0.02
	Sig. (2-tailed)	0.68
	N	558
CSR related to society	Pearson Correlation	-0.17*
	Sig. (2-tailed)	0.00
	N	558

\*. Correlation is significant at the 0.05 level (2-tailed).

The resulting correlation analysis showed that the dependent variable of turnover intentions was significantly and negatively correlated with the different measures of the independent variable of CSR which include the overall CSR score ( $r(556) = -0.21, p < 0.001$ ) and the different component dimensions of CSR related to customers ( $r(556) = -0.23, p < 0.001$ ), employees ( $r(556) = -0.29, p < 0.001$ ), shareholders ( $r(556) = -0.14, p < 0.001$ ), and society ( $r(556) = -0.17, p < 0.001$ ). The negative correlation means that the lower the CSR of the organization, the higher the turnover intentions of their employees.

#### **IV.3.2 Results of Multiple Regression Analysis for Research Question One**

Multiple regression analysis was conducted to determine to address research question one to determine the predictive relationship of perceived CSR, overall and its component dimensions



of customers, employees, shareholders, the environment, and society with turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary.

A level of significance of 0.05 was used in the regression analysis. The results of the multiple regression analysis were presented in Table 5.

**Table 5 Regression Results of Effects of Perceived CSR on Turnover Intentions while Controlling for Organization Type, Size of Organization, Industry, Gender, and Income/Salary**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.68	0.98		15.97	0.00*
	Gender	-0.04	0.35	-0.01	-0.12	0.91
	Type of industry	0.02	0.04	0.02	0.41	0.69
	Type of organization	-0.57	0.23	-0.11	-2.53	0.01*
	Annual revenue of the organization (size of organization)	0.00	0.05	0.00	0.00	1.00
	Total number of persons who work in all locations where employer operates (size of organization)	0.10	0.08	0.06	1.23	0.22
	Total income before taxes during the past 12 months	0.10	0.10	0.04	0.99	0.33
2	(Constant)	20.45	1.40		14.63	0.00*
	Gender	0.12	0.33	0.02	0.37	0.71
	Type of industry	0.02	0.04	0.02	0.37	0.71
	Type of organization	-0.36	0.22	-0.07	-1.67	0.10

Table 5 (continued)  
*Regression Results of Effects of Perceived CSR on Turnover Intentions while Controlling for Organization Type, Size of Organization, Industry, Gender, and Income/Salary*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Annual revenue of the organization (size of organization)	0.00	0.05	0.00	-0.04	0.97
Total number of persons who work in all locations where employer operates (size of organization)	0.13	0.08	0.07	1.64	0.10
Total income before taxes during the past 12 months	0.25	0.10	0.11	2.59	0.01*
Overall CSR	-0.32	0.14	-0.94	-2.24	0.03*
CSR related to customers	0.20	0.19	0.14	1.06	0.29
CSR related to employees	-0.38	0.21	-0.18	-1.81	0.07
CSR related to shareholders	0.44	0.19	0.23	2.33	0.02*
CSR related to the environment	0.67	0.17	0.45	4.02	0.00*
CSR related to society	0.27	0.16	0.23	1.62	0.11

Note.  $F(12, 543) = 8.22$ ,  $p < 0.001$ , R Square ( $R^2$ ) = 0.15, N = 559

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Total income before taxes during the past 12 months, Type of industry, Total number of persons who work in all locations where employer operates (size of organization), Gender, Type of organization, Annual revenue of the organization (size of organization), CSR related to customers, CSR related to society, CSR related to the environment, CSR related to shareholders, CSR related to employees

\*Significant at level of significance of 0.05

The model fit of the regression model ( $F(12, 543) = 8.22, p < 0.001$ ) was significant. The  $r$  square value was 0.15 which indicates a low effect size. The combined effects of the overall CSR scores and scores of component dimensions of CSR related to customers, employees, shareholders, the environment, and society on turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary were low.

The resulting regression analysis showed that only the score of component dimensions of Overall CSR ( $t(559) = -2.24, p = 0.03$ ), CSR related to shareholders ( $t(559) = 2.33, p = 0.02$ ), and environment ( $t(559) = 4.02, p < 0.001$ ) have significant predictive relationships and effects to the turnover intentions of the employees. Upon investigation of the beta value of the regression statistics, it can be observed that the overall CSR ( $Beta = -0.32$ ) has negative predictive relationship with turnover intentions while the CSR related to shareholders ( $Beta = 0.44$ ) and CSR related to the environment ( $Beta = 0.67$ ) have positive predictive relationships with turnover intentions. The overall turnover intentions will become higher if the organization has lower overall CSR levels. For every single increase in the scores of overall CSR, the score of turnover intention will decrease by 0.32. On the other hand, the overall turnover intentions will become higher if the organization has higher CSR related to shareholders and CSR related to the environment. For every single increase in the scores of CSR related to shareholders, the score of turnover intention will increase by 0.44. For every single increase in the scores of CSR related to the environment, the score of turnover intention will increase by 0.67. With this result, the null hypothesis for research question one that “Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, do not have a significant predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary” was rejected. The result of the

regression analysis supported the alternative hypothesis that “Perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society, will have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary”. The regression equation can be written as  $Y_{\text{turnover intention}} = 20.72 - 0.44X_{\text{Overall CSR}} + 0.66X_{\text{CSR related to shareholders}} + 0.82X_{\text{CSR related to the environment}} + 0.44X_{\text{CSR related to society}}$

### IV.3.3 Results of Mediating Regression Analysis for Research Question Two

Mediating regression analysis was conducted to address research question two to determine whether person-organization fit have a mediating effect on the predictive relationship between perceived CSR and turnover intentions. The mediating regression analysis conducted involves the four-step process by Baron and Kenny (1986) steps in determining mediation effect. A level of significance of 0.05 was used in the mediating regression analysis. The results of the mediating regression analysis were presented in Tables 6 to 9.

Step 1 involved determining whether the independent variable is correlated with the dependent variable. The results in Table 6 shows that the overall perceived CSR have ( $t(557) = -5.12, p < 0.001$ ) has significant predictive relationship and effect to the turnover intentions of the employees. The effect of overall perceived CSR on turnover intentions was negative ( $Beta = -0.07$ ). This step established that there is an effect that may be mediated.

**Table 6 Regression Results of Effects of Perceived CSR on Turnover Intentions**

Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.58	1.01		20.45	0.00*
	Overall CSR	-0.07	0.01	-0.21	-5.12	0.00*

Note.  $F(1, 556) = 26.19, p < 0.001, R \text{ Square } (R^2) = 0.05, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Overall CSR

\*Significant at level of significance of 0.05

Step 2 involved determining whether the independent variable is correlated with the mediator. The results in Table 7 shows that the overall perceived CSR have ( $t(557) = 0.24, p < 0.001$ ) has significant predictive relationship and effect to the person-organization fit. The effect of overall perceived CSR on person-organization fit was positive ( $Beta = 0.14$ ). An increase in CSR levels of the organization will increase the person-organization fit of an employee.

**Table 7 Regression Results of Effects of Perceived CSR on Person-Organization Fit**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.35	1.04		8.04	0.00*
	Overall CSR	0.14	0.02	0.37	9.24	0.00*

Note.  $F(1, 556) = 185.31, p < 0.001, R \text{ Square } (R^2) = 0.13, N = 557$

a. Dependent Variable: Person-organization fit

b. Predictors: (Constant), Overall CSR

\*Significant at level of significance of 0.05

Step 3 involved determining whether mediator affects the dependent variable. As stated, the independent variable must be controlled when establishing the effect of the mediator on the dependent variable. Thus, we are conducting a hierarchical regression. The results in Table 8 shows that the person-organization fit have ( $t(557) = -7.10, p < 0.001$ ) has significant predictive relationship and effect to the turnover intentions after controlling for overall perceived CSR. The effect of person-organization fit on turnover intention was negative ( $Beta = -0.28$ ). An increase in person-organization fit will decrease the turnover intentions of the employees.

**Table 8 Regression Results of Effects of Person-Organization Fit on Turnover Intention while Controlling for Perceived CSR**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.58	1.01		20.45	0.00*
Overall CSR	-0.07	0.01	-0.21	-5.12	0.00*
2 (Constant)	22.91	1.02		22.48	0.00*
Overall CSR	-0.04	0.02	-0.10	-2.38	0.02*
Person-organization fit	-0.28	0.04	-0.30	-7.10	0.00*

**Model 1**

Note.  $F(1, 556) = 26.19, p < 0.001, R^2 = 0.05, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Overall CSR

**Model 2**

Note.  $F(2, 557) = 39.44, p < 0.001, R^2 = 0.12, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Overall CSR, Person-organization fit

Step 4 involved determining the mediating effect of person-organization fit. As stated, to establish that the mediator completely mediates the relationship between the independent and dependent variable, the effect of the independent variable on the dependent variable controlling for the mediator should be zero. Thus, we are also conducting a hierarchical regression. The results in Table 9 shows that the effect of the overall perceived CSR on the turnover intentions controlling for the person-organization fit was significant ( $t(557) = -7.10, p < 0.001$ ) and was not zero. There is a partial mediation since only the first three steps of Baron and Kenny (1986) steps were satisfied and step 4 was not. With this result, the null hypothesis for research question two that “Person-organization fit will not significantly mediate the predictive relationship between perceived CSR and turnover intentions” was rejected. The result of the mediating regression analysis supported the alternative hypothesis that “Person-organization fit will significantly mediate the predictive relationship between perceived CSR and turnover intentions”, but the regression was only partial.

**Table 9 Regression Results of Effects of Overall CSR on Turnover Intention while Controlling for Person-Organization Fit**

Model	Unstandardized Coefficients		Standardize	t	Sig.	
	B	Std. Error	d Coefficient s Beta			
1	(Constant)	21.09	0.68		31.14	0.00*
	Person-organization fit	-0.31	0.04	-0.34	-8.52	0.00*
2	(Constant)	22.91	1.02		22.48	0.00*
	Person-organization fit	-0.28	0.04	-0.30	-7.10	0.00*
	Overall CSR	-0.04	0.02	-0.10	-2.38	0.02*

**Model 1**

Note.  $F(1, 556) = 72.58, p < 0.001, R \text{ Square } (R^2) = 0.12, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Person-organization fit

**Model 2**

Note.  $F(2, 555) = 39.44, p < 0.001, R \text{ Square } (R^2) = 0.12, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Person-organization fit, Overall CSR

**IV.3.4 Results of Moderator Regression Analysis for Research Question Three**

A moderator regression analysis was conducted to address research question three which aims to determine whether employee generation has a moderating effect on the predictive relationship between overall perceived CSR score and turnover intentions. A level of significance of 0.05 was used in the moderator regression analysis. The results of the multiple regression analysis are presented in Table 10.

**Table 10 Moderator Regression Results of Moderation Effects of Employee Generation on the Relationship Between Overall Perceived CSR and Turnover Intentions**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.15	1.12		19.82	0.00*
	Overall CSR	-0.08	0.01	-0.22	-5.29	0.00*
	Employee Generation	-0.69	0.22	-0.13	-3.13	0.00*
2	(Constant)	15.93	2.79		5.71	0.00*
	Overall CSR	0.01	0.04	0.04	0.37	0.72
	Employee Generation	2.24	1.22	0.42	1.83	0.07
	Employee Generation * Overall CSR	-0.04	0.02	-0.60	-2.43	0.02*

**Model 1**

Note.  $F(2, 555) = 18.20, p < 0.001, R^2 = 0.06, R^2 \text{ change} = 0.06, F(2, 555) = 18.20, p < 0.001, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Employee Generation, Overall CSR

**Model 2**

Note.  $F(3, 554) = 14.21, p < 0.001, R^2 = 0.07, R^2 \text{ change} = 0.10, F(1, 555) = 14.59, p = 0.02, N = 557$

a. Dependent Variable: Turnover intentions

b. Predictors: (Constant), Employee Generation, Overall CSR, Employee Generation \* Overall CSR

In the first block of the moderator regression model which include the individual effects of the overall CSR and employee generation, it can be observed that both the individual effects of the overall CSR ( $t(557) = -5.29, p < 0.001$ ) and employee generation ( $t(557) = -3.13, p < 0.001$ ) on turnover intentions was significant. The individual effects of the overall CSR ( $Beta = -0.08$ ) and employee generation ( $Beta = -0.69$ ) on turnover intentions were negative. The second block of the moderator regression model included the moderating effect of employee generation by including the interaction terms between Overall CSR and employee generation. When adding the moderating effect of employee generation in the regression model, there was a significant change in the r square of the regression model ( $F(3, 554) = 18.20, p < 0.001$ ). This indicated that



employee generation did have a significant moderating effect on the predictive relationship between overall perceived CSR score and turnover intentions. The individual effect of the interaction term representing the moderating effect ( $t(557) = -2.43, p < 0.001$ ) was also significant. The value of Beta coefficient was -0.04 which indicate a negative moderation effect. Thus, the relationship between perceived CSR and turnover intentions is stronger for the younger generations than the older ones.

With this result, the null hypothesis for research question three that “Employee generation will not significantly moderate the predictive relationship between perceived CSR and turnover intentions” was rejected. The alternative hypothesis that “Employee generation significantly moderates the predictive relationship between perceived CSR and turnover intentions, such that this relationship is stronger for Millennials compared with other generations” was supported by the results of the regression analysis.

#### **IV.4 Summary**

The purpose of this study is to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions. The result of the correlation analysis showed that turnover intentions were significantly and negatively correlated with the overall perceived CSR score and the different component dimensions of CSR related to customers, employees, shareholders, environment, and society. The result of the regression analysis for research question one showed that perceived CSR related to employees will have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary. The result of the mediating regression analysis for research question two showed that person-organization fit will

significantly partially mediate the predictive relationship between perceived CSR and turnover intentions. The result of the moderator regression analysis for research question three showed that employee generation significantly moderates the predictive relationship between perceived CSR and turnover intentions, such that this relationship is stronger for Millennials compared with other generations. Chapter five includes further discussion of the results presented in this chapter. Each of the three hypotheses will be reviewed and the potential implications for each of the results of the analysis.

## V Chapter V: Discussion

### V.1 Introduction and Summary of the Findings

The purpose of this study was to investigate the relationship between perceived corporate social responsibility (CSR) and employee turnover intentions among workers. Furthermore, the study sought to examine relationships between specific dimensions of perceived CSR and turnover intentions. Lastly, the study sought to investigate the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. CSR included activities related to customers, employees, shareholders, the environment, and society (Fatma et al., 2014).

Millennial employees constitute an increasingly large part of the total workforce, and are predicted to constitute more than 50% of the working population by 2020 (Allen et al., 2015). There are many differences in work ethics amongst employees from different generations, which may affect their turnover intentions. Researchers have emphasized the importance of scientifically studying generational differences in workers, so managers can understand the actual values and priorities of generational cohorts (Ng & McGinnis Johnson, 2015; Thompson & Gregory, 2012). Understanding of the factors associated with retention and turnover for Millennials is important for business managers, because of the high cost of turnover for organizations, as well as the increased Millennial workforce (Hancock et al., 2013). Yet, the other generations should not be overlooked. Compared with Baby Boomer workers, Millennials reported lower job satisfaction, which has been associated with higher turnover (Young et al., 2013).

The attraction-selection-attrition (ASA) theory provided the theoretical foundation for the study. According to ASA theory, employees are less likely to leave their jobs if they perceive their own personal characteristics and attributes to be similar to the requirements of the

organizational environment (Schneider, 1987). Furthermore, person-organization fit, also known as the compatibility of employees with organizations based on shared values and goals, has been linked with emotional commitment to an organization and also lower turnover intentions (Ruiz-Palomino et al., 2013). Schneider (1987) stated that processes of selection and attrition functioned similarly, and that processes of mutual selection between an applicant and potential employer stemmed from perceived similarities between the two parties. As such, this theory was found to be an appropriate fit for this study.

Corporate social responsibility (CSR) may have an impact on Millennial workers' intentions to remain in their jobs (McGlone et al., 2011), especially if CSR is associated with greater person-organization fit for Millennials (Ambrose et al., 2008). Millennials have reported favorable perceptions of organizations that provided beneficial services to others (Kuron et al., 2015), and that unethical behavior by organizations damaged the quality of their relationships with their employers (Gallicano et al., 2012). CSR has also been linked to higher levels of organizational commitment as well as job satisfaction (Glavas & Kelly, 2014), and was associated with lower turnover intentions. As such, the investigation of generational differences regarding CSR, person-organization fit, as well as turnover may yield insights into CSR practices which might reduce turnover intentions for Millennial employees. The first research question for this study investigated the predictive relationship of perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society with turnover intentions after controlling for organization type, industry, size of organization, gender, and income or salary. The second research question investigated the mediating effect of person-organization fit on the relationship between perceived CSR and turnover intentions. The third

research question investigated the moderating effect of employee generation on the predictive relationship between perceived CSR and turnover intentions.

The study sample included 559 individuals who were currently employed and were born between 1946 and 2000.

### **V.1.1 *Pearson Correlation Analysis***

The Pearson correlation analysis determined the strength of the relationships between CSR and turnover intentions. The results showed that turnover intentions was significantly and negatively correlated with the different measures of CSR which included the overall CSR score and the different component dimensions of CSR related to customers, employees, shareholders, environment, and society. The negative correlation means that the lower the CSR of the organization, the higher the turnover intentions of their employees.

### **V.1.2 *Multiple Regression Analysis***

Multiple regression analysis was conducted to determine the predictive relationship of perceived CSR, overall and its component dimensions of customers, employees, shareholders, the environment, and society with turnover intentions after controlling for organization type, industry, size of the organization, gender, and income or salary. The combined effects of the overall CSR scores and scores of component dimensions of CSR related to customers, employees, shareholders, the environment, and society on turnover intentions after controlling for organization type, industry, size of organization, gender, and income or salary were low. The regression analysis showed that only the score of component dimensions of overall CSR related to shareholders and environment had a significant predictive relationship with the turnover intentions of the employees. Overall CSR had a negative predictive relationship with turnover

intentions. CSR related to shareholders and the environment had positive predictive relationships with turnover intentions.

### **V.1.3 *Mediating Regression Analysis***

Mediating regression analysis was conducted to determine whether person-organization fit had a mediating effect on the predictive relationship between perceived CSR and turnover intentions. Overall perceived CSR had a significant predictive relationship with the turnover intentions of the employees. The overall perceived CSR had a significant predictive relationship with person-organization fit. An increase in CSR levels of the organization will therefore increase the person-organization fit of an employee. The results showed that the person-organization fit had a significant predictive relationship with the turnover intentions after controlling for overall perceived CSR. The results further showed that the effect of the overall perceived CSR on the turnover intentions controlling for the person-organization fit was significant. The null hypothesis was thus also rejected for research question two, and the alternative hypothesis was accepted, yet the regression was only partial.

### **V.1.4 *Moderator Regression Analysis***

A hierarchical regression analysis was conducted to determine whether employee generation had a moderating effect on the predictive relationship between overall perceived CSR score and turnover intentions. The results showed that the individual effect, as well as employee generation of the overall CSR on turnover intentions, was significant and negative. Employee generation had a significant moderating effect on the predictive relationship between overall perceived CSR score and turnover intentions. The relationship between perceived CSR and turnover intentions is stronger for the younger generations than the older ones. The null hypothesis for research question three was thus rejected. Employee generation significantly

moderated the predictive relationship between perceived CSR and turnover intentions, and this relationship was stronger for Millennials compared to other generations

To reiterate, the purpose of this study was to examine the relationship between perceived CSR and employee turnover intentions among workers, and to examine relationships between specific dimensions of perceived CSR and turnover intentions. For all the research questions the alternative hypothesis was accepted. The rest of this chapter will discuss the findings in the light of the extant literature, the implications of the results as well as make recommendations for future research.

## **V.2 Interpretation of the Findings**

The results showed that turnover intentions were significantly and negatively correlated with the overall perceived CSR score and the different component dimensions of CSR related to customers, employees, shareholders, environment, and society. Some researchers have suggested that CSR was a vague and foolish business venture, because society underestimates a businesses' need to maintain a competitive advantage over other businesses (Hack et al., 2014), which implied that a business may partake in business practices that do not satisfy the interest of society or the community in order to maintain competitive advantage instead of conducive CSR initiatives. Yet the results of our study showed the definite negative effect that the lack of CSR may have on the perceptions of employees, and how it may affect their turnover intent. A high employee turnover rate has a significant negative effect on the performance of a company, as valuable time has to be spent on the training and assimilation of new employees instead of creating revenue.

However other researchers indicated that CSR is of value if responsibility can directly contribute to profit (Virvilaite & Daubaraitė, 2015). CSR is also crucial for creating an attractive

corporate image, for maintaining competitive advantage and differentiation (Juscus & Jonikas, 2013; Virvilaite & Daubaraitė, 2015). The results of our study further reiterated its importance by showing the effect of CSR on employees. Juscus and Jonikas (2013) suggested a framework of value creation through CSR by possibly adopting a system of business operations that consist of four kinds of responsibilities: economic, legal, ethical, and philanthropy. The researchers concluded that if a business integrates an understanding of these four dimensions and applied it appropriately into operations with intent to adopt the CSR concept, there is high probability that shared value will be created between multiple shareholders and the society in general (Juscus & Jonikas, 2013). According to the results of this study, such an operation should also decrease the turnover intentions of their employees, especially for Millennials.

Furthermore, some researchers have indicated that businesses should not engage in time-consuming, costly and benevolent CSR efforts, because businesses are an inappropriate means for addressing social benevolence (Hack et al., 2014). In contradiction, Sen and Cowley (2013) indicated that increasing trust with specific stakeholders (such as customers, employees, and local communities) would lead to strengthening a businesses' reputation and legitimacy. Researchers propose that by adopting a moral and ethical approach in business, in conjunction with a philanthropic process when making decisions, would benefit a businesses' ability to remain competitive, increase a businesses' image, and increase employee morale (Sen & Cowley, 2013). The results of the current study is in agreement with Sen and Cowley (2013), showing that employees tend to be more loyal if they perceive their organization to have sufficient CSR. The research with regard to the importance of CSR seem to be contradictory, and the results of the current study has succeeded to expand the available literature by showing the impact that sufficient or a lack of CSR may have on the turnover intention of employees.



The results for research question one showed that perceived CSR related to employees will have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income or salary. This means that even when controlling for variables within organizations, employees still considered CSR to be important, and they would still intend to leave their organization should they perceive a lack of CSR, regardless of other influential factors. These results were significant and further reiterated the importance of CSR within any organization. Lee et al. (2013) stated that employee perceptions of CSR activities played an important role in employee attachment to their company as well as corporate performance. Findings from one study indicated that perceived cultural fit and CSR capability significantly affected CSR perception and, consequently, employee attachment and performance (Lee et al., 2013). Some firms have turned to CSR to improve job performance (Korschun et al., 2014). The results found by these researchers are consistent with the results of the current study. Findings from the study conducted by Lee et al. (2013) indicated that employee perception of CSR activities is important for fostering a sense of attachment to a company. Therefore, a positive perception of CSR can trigger attachment and may result in low turnover intention, which was further in agreement with the results of the current study.

Researchers furthermore concluded that the more employees perceive an alignment between CSR and the culture of their firm, the more likely they are to think that their firm is effectively executing CSR (Lee et al., 2013). Researchers indicated that employees' view of CSR remains largely unexplored and further research is required (Lee et al., 2013). The results for research question two showed that person-organization fit will significantly mediate the

predictive relationship between perceived CSR and turnover intentions, and is thus in correlation with the available literature.

With regards to the main focus of the study, investigating the moderating effect of generational differences on turnover intent in relation with perceived CSR initiatives, the null hypothesis was also rejected. The results for research question three showed that employee generation will significantly moderate the predictive relationship between perceived CSR and turnover intentions. Hayes (2013) indicated that people communicate based on their generational backgrounds, and each generation has different attitudes, behaviors, expectations, habits, and means by which they are motivated. The researcher further stated that generational differences, relative to how people communicate, might affect misunderstandings, high employee turnover, difficulty in attracting employees, and gaining employee commitment (Hayes, 2013). As such it was hypothesized that generational differences would have a moderating effect on the relationship of perceived CSR and turnover intent, and the results showed that there were significant differences between the different generations, with the strongest relationship between perceived CSR and turnover intentions for Millennials. The results of the current study were thus in agreement with the available literature and also expanded on the literature by providing a more nuanced understanding of the influence of generational characteristics on the turnover intent of employees. The results of this study showed that employee generation will significantly moderate the predictive relationship between perceived CSR and turnover intentions, and as such clarified contradictions in the literature.

Millennials' commitment to an organization centers on three aspects: (1) their degree of belief and acceptance of organizational goals and values; (2) their willingness to exert effort on behalf of the organization; and (3) their desire to continue employment within the organization

(Graybill, 2014). This statement further reiterated that Millennial employees regard CSR to be of high importance, but it may have been a premature assumption as this does not mean that other generations regard CSR to be less important. However, the results of the third research question did reveal a moderating effect as a result of generational differences. Millennials expect work efficiency and tasks to be completed in a direct manner and not slowed by self-serving processes not related to achieving a specific outcome (Winter, 2014).

Work values headed under goal achievement suggested Millennial workers were willing to make a broader contribution to society or the community and employers should state such social-ethical goals in terms that relate to this generation's expectations (Winter, 2014). The results of this study were thus in agreement with the available literature, showing that Millennials did increase the effect of perceived CSR on turnover intent. The actions required for a profession, should be in accordance with Millennials' perspectives on ethics and morals desired in work environments (Winter, 2014). Therefore, Millennial workers may find a company's CSR program to be an essential process, as it adds to their values and work behaviors, because they relate to goal achievement. The results of this study regarding generational differences make way for further research which may yield answers regarding the perspectives of Baby Boomers and Generation Xers on CSR.

### **V.3 Implications of the Findings**

The results of this study would be helpful to business owners and directors of organizations who may not be convinced of the importance of CSR. This study identifies definite merit to the implementation of CSR initiatives. Organizations may thus be convinced to make CSR a priority, and this may have a significant positive influence on the direct community and environment socio-economically. Such initiatives, as showed by the results of this study,

will furthermore also negatively influence the turnover intent among the employees of these companies, and result in lower levels of unemployment.

After accounting for the gender and industrial/organizational characteristics of the businesses, the overall CSR showed a significant impact on the turnover intentions. Furthermore, CSR related to shareholders and the environment showed positive impact on the turnover intentions of employees. From a business perspective, these results suggest that higher CSR scores on the shareholders and the environment would likely lead to higher intentions on employees leaving their current positions and pursuing other opportunities.

Further investigation (shown in Appendix F) also suggested that the individual CSR constructs are also highly correlated, which indicates that each area of the CSR would play crucial parts in employee turnover intentions. Therefore, employers could utilize all aspects of the CSR when considering the possibilities of the employee turnover intentions.

More research on this subject would be significant to relay the importance of CSR, as the literature showed that there were still contradictions regarding its importance. This study showed the significant effect of the perception of CSR initiatives on the turnover intent of employees, and as such showed the importance of CSR in organizations. Should organizations realize the importance of CSR for the overall well-being of their companies as a result of this study, it may change their perspectives on the subject, and urge them to find ways to create revenue from CSR initiatives. Creating revenue from CSR initiatives would serve a dual purpose: having a positive influence on the community whilst creating revenue for the organization.

This study may also assist non-profit organizations in need of assistance from larger organizations to provide these organizations with mutually beneficial opportunities to broaden

their CSR initiatives. Should conglomerates be provided with opportunities to gain from well thought out CSR initiatives provided by non-profit organizations they may be more likely to buy in and be involved in CSR projects more often. Non-profit organizations could use the results from this study to convince business owners and directors to seriously consider their proposals, which may have a positive influence on the community and create a sense of comradery.

#### **V.4 Limitations of the Study**

The first limitation of this study was that the differences between participants grouped by birth year might reflect life stage differences rather than generational differences. This limitation was addressed by grouping participants into three generations, rather than simply contrasting Millennials against older workers. Although the CSR-turnover intentions relationship for Millennials was of primary interest in this study, differentiating the moderator variable to include Generation X and Baby Boomer generations addressed potential validity issues that could arise if older workers were simply grouped into one category. The results showed that employee generation will significantly moderate the predictive relationship between perceived CSR and turnover intentions, and as such, this limitation was not found to be significant.

Second, the participants provided all of the data on which this study was based. The researcher assumed that the data was unbiased, yet it may have been. Participants may have had different expectations of CSR within their organizations, as well as different perceptions of CSR as a concept. The results of this study were significant, and as such, this was also not found to be a severe limitation.

A third limitation may have been the small representation of generations in the study sample. A larger cohort representative of all three of the generations being investigated may have

yielded different results, and more distinct patterns may have been visible. The results of the study were significant, and as such, this was also found not to be a profound limitation.

## **V.5 Recommendations for Future Research**

The first recommendation for future research would be to conduct a qualitative analysis of employees within organizations of different sizes to gather the opinions of these employees regarding CSR within their organizations. Conducting a personal interview with employees might give answers regarding misperceptions of CSR as well as the different CSR initiatives of organizations and how these initiatives are perceived by their employees. Including employees from different organizational levels may also yield insights as to the different perspectives of lower level and higher level employees on CSR.

The second recommendation would be to conduct a qualitative analysis focusing on business owners and directors to explore their opinions regarding CSR and its effect on their revenue and employees. Such a study may reveal a gap in the perceptions of business owners and directors regarding the importance of CSR. The results of a qualitative study focusing on the drivers behind CSR initiatives may provide us with valuable information on possible ways in which to improve the implementation of CSR which may positively affect society.

Another recommendation would be to replicate this study in a country with a developing economy. Most of the research on CSR has been conducted in developed economies, and it would be interesting to document the differences in perspective and possible turnover intent, if any. It would also be interesting to investigate the CSR initiatives being conducted in developing economies, as well as its importance to society. The potential for significantly different results is a possibility.

The fourth recommendation would be to more specifically focus on possible generational differences on a larger cohort of Millennials, Generation Xers, and Baby Boomers. A larger sample may have the potential to yield more significant patterns with regards to generational differences having a moderating effect on turnover intent related to perceptions of CSR. The results of such a study may be able to further the literature and provide proof of the effects of the characteristics of different generations on turnover intent as well as their perceptions of CSR.

The last recommendation would be to conduct an experimental study within two similar organizations influencing the perceptions of employees as well as the information on CSR initiatives that is shared with them, while investigating their performance levels. It might be difficult to conduct such a study, yet it may yield very interesting results with regards to where exactly in the process turnover intent becomes imminent. It could also be investigated which factors influences turnover intent to result in employees actually quitting their jobs.

## **V.6 Summary and Conclusions**

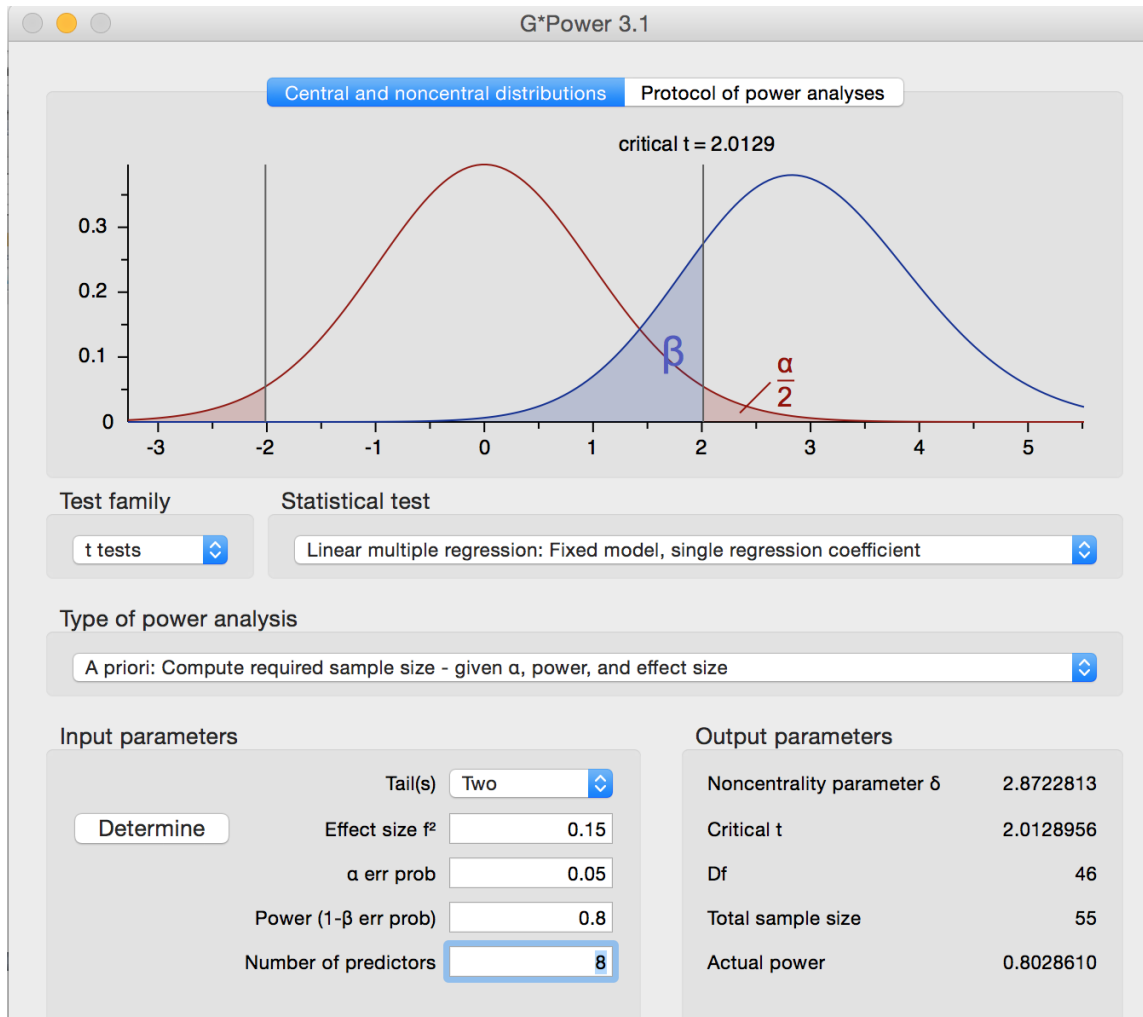
The purpose of this quantitative study was to investigate the relationship between perceived corporate social responsibility (CSR) and employee turnover intentions among workers. Furthermore, the study sought to examine relationships between specific dimensions of perceived CSR and turnover intentions. Lastly, the study sought to investigate the mediating effects of person-organization fit and the moderating effects of employee generation on perceived CSR-turnover intentions relationships. Sen and Cowley (2013) indicated that increasing trust with specific stakeholders (such as customers, employees, and local communities) would lend to strengthening a businesses' reputation and legitimacy. Lee et al. (2013) stated that employee perceptions of CSR activities played an important role in employee attachment to their company as well as corporate performance. The results showed that turnover

intentions were significantly and negatively correlated with the overall perceived CSR score and the different component dimensions of CSR related to customers, employees, shareholders, environment, and society. Furthermore, perceived CSR related to employees will have a significant negative predictive relationship with the turnover intentions after controlling for organization type, industry, size of organization, gender, and income/salary. Person-organization fit will also significantly partially mediate the predictive relationship between perceived CSR and turnover intentions. Employee generation will significantly moderate the predictive relationship between perceived CSR and turnover intentions. The implications included that business owners may be convinced through the results of this study to make CSR a priority, and that it may have a significant positive influence on their direct community. Several recommendations were made which included conducting a qualitative study on employees within organizations of different sizes, in order to gather the opinions of these employees on CSR initiatives within their organizations, as well as to replicate this study in a developing economy.



## APPENDICES

### Appendix A: G\*Power Sample Size Computation



## **Appendix B: Ethical Considerations**

Each research inquiry comes with its own set of specific ethical requirements, and as such, a standard rubric will not address all possible scenarios. While a researcher may not be able to address all ethical issues, the research can still employ several strategies to protect participants. At a minimum however, one should discuss the informed consent process (Yin, 2014). This is conducted by asking the participant to agree to sign an informed consent form prior to participating in the study. The informed consent process would be the determinant that the participants are willing to participate in the study. The informed consent process in this study will be conducted electronically. The participants are disallowed to undergo the survey process if they do not provide electronic consent in the Qualtrics website.

The participants can withdraw from the study. They can withdraw at any period of the study. Participation should be voluntary. Penalties are not imposed to the participants if they opted to withdraw from the study. They will just inform the researcher if they want to withdraw from the study. The contact details of the researcher are included in the informed consent form and in the Qualtrics website. The participants will just directly contact the researcher to withdraw from the study. The survey responses of those participants that withdraw from the study will not be included in the data analysis. Also, the researcher can have the power to withdraw any participants from the study. This is possible if the researcher thinks that that it would be best for a participant to stop their participation in the study and if any of the participants did not match the inclusion criteria of samples. The researcher will not be receiving any funding in order to conduct this study. Also, the participants of the study will not be paid or received any incentives because of their participation in the study.

Privacy and data confidentiality will be ensured throughout the study. The names or identifying information of the participating respondents will not be asked or collected in the

survey. Confidentiality will be assured and ensured by the discussed procedures. Completed surveys and related digital data will be stored and maintained on digital media and stored in the researcher's computer for three years, accessible by only the researcher. The files will be located in the computer in the home office of the researcher, and only the researcher will have access to those files. Lastly, the final doctoral manuscript will include the IRB approval number and in order to protect the anonymity and confidentiality of participants, the names or any other identifiable information of individuals or organizations are not included within the study.

## Appendix C: Normality Testing

Normality of the data is a required assumption for parametric statistic. Normality testing was conducted by investigation of the skewness and kurtosis statistics was the normality test conducted. Table 11 summarizes the skewness and kurtosis statistics for the data of the different study variables.

Table 11

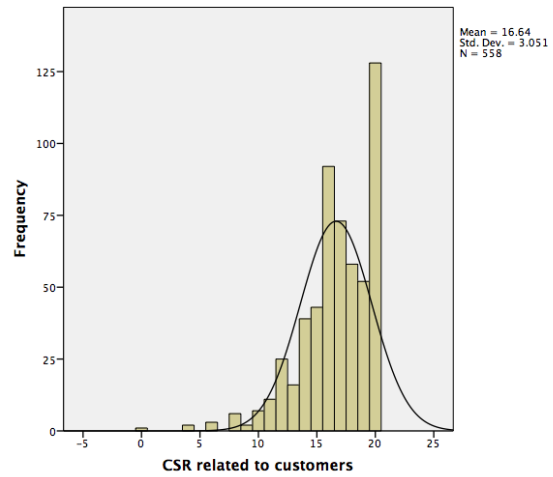
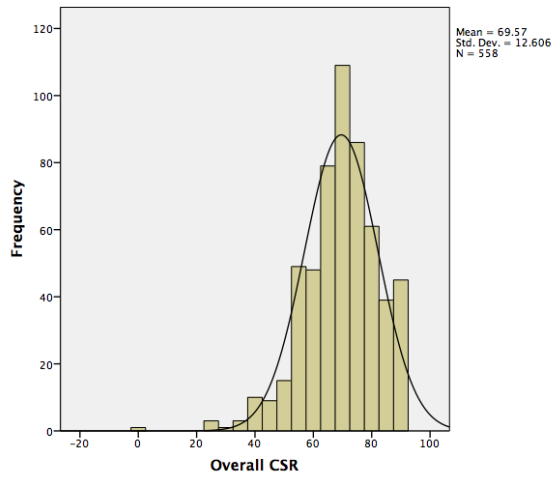
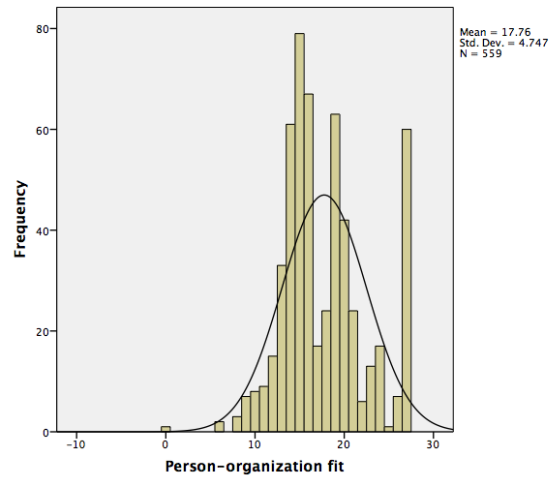
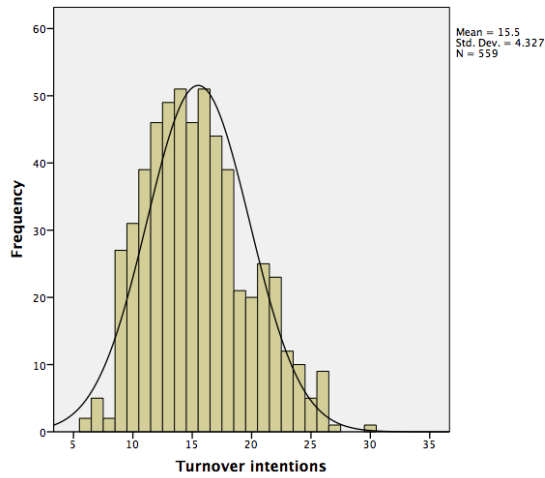
### *Skewness and Kurtosis of Study Variables*

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Turnover intentions	559	0.44	0.10	-0.28	0.21
Person-organization fit	559	0.42	0.10	-0.09	0.21
Overall CSR	558	-0.78	0.10	1.80	0.21
CSR related to customers	558	-1.24	0.10	2.56	0.21
CSR related to employees	558	-0.85	0.10	0.47	0.21
CSR related to shareholders	558	-0.65	0.10	1.24	0.21
CSR related to the environment	558	-0.19	0.10	-0.31	0.21
CSR related to society	558	-0.73	0.10	0.57	0.21
Employee Generation	559	-0.15	0.10	-1.45	0.21

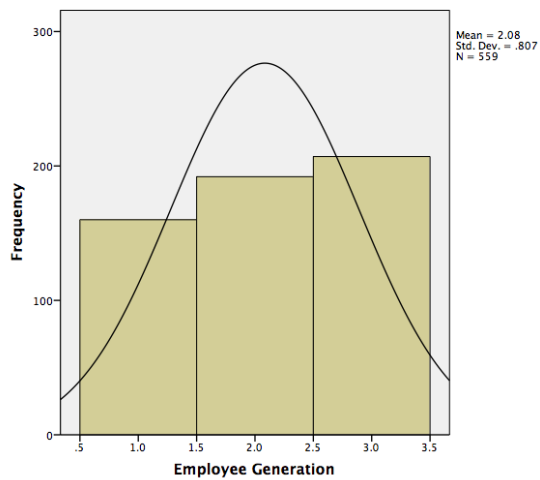
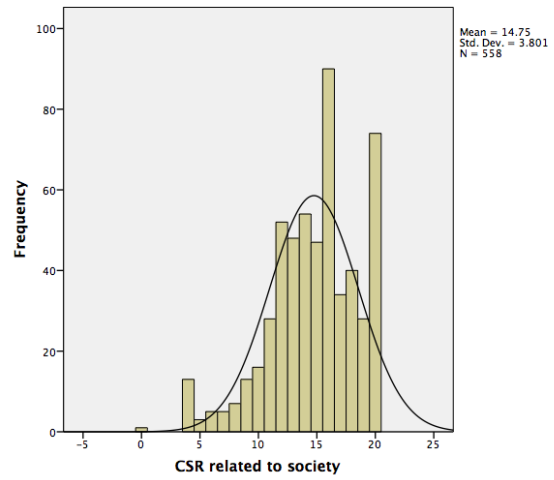
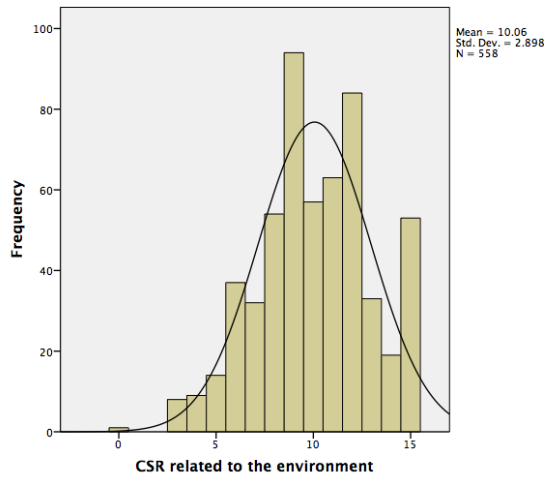
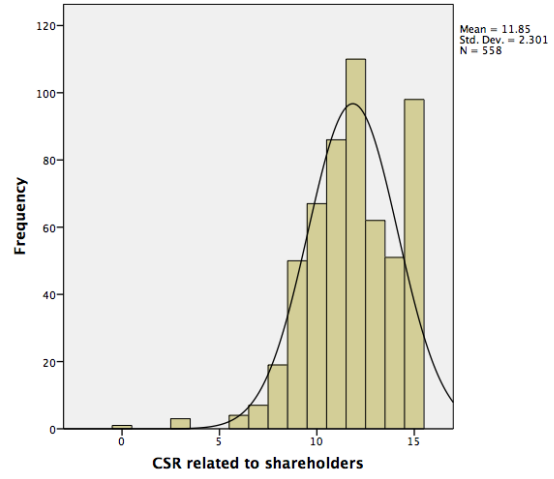
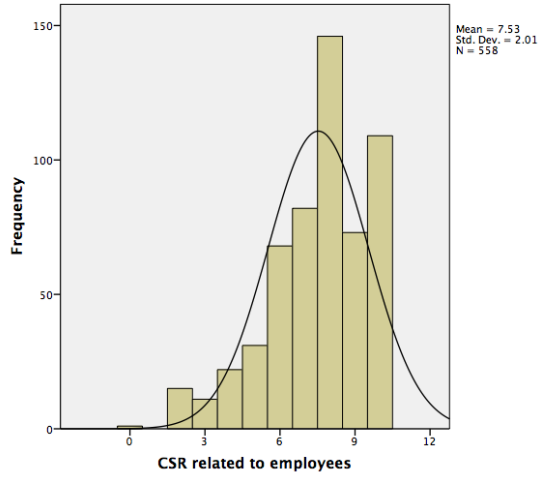
To determine whether the data follows normal distribution, skewness statistics greater than three indicate strong non-normality and kurtosis statistics between 10 and 20 also indicate non-normality (Kline, 2005). As can be seen in Table 11, all the skewness statistic values for the different study variables were not greater than three which values ranging between -1.24 and 0.44. On the other hand, the kurtosis statistics were not in the range of 10 to 20 for non-normality with values of -1.45 to 2.56. Histograms in figure 1 show that the graphs formed a bell-shaped curved pattern, although not perfect, representing a normal distribution curve. With these results, each of the study variables of dependent variable of turnover intentions; independent variable of

CSR as measured by the overall score and its component dimensions of customers, employees, shareholders, environment, and society; mediator of person-organization fit; and moderator of employee generation did not violate the normality distribution assumption.

**Histograms of Study Variables.**



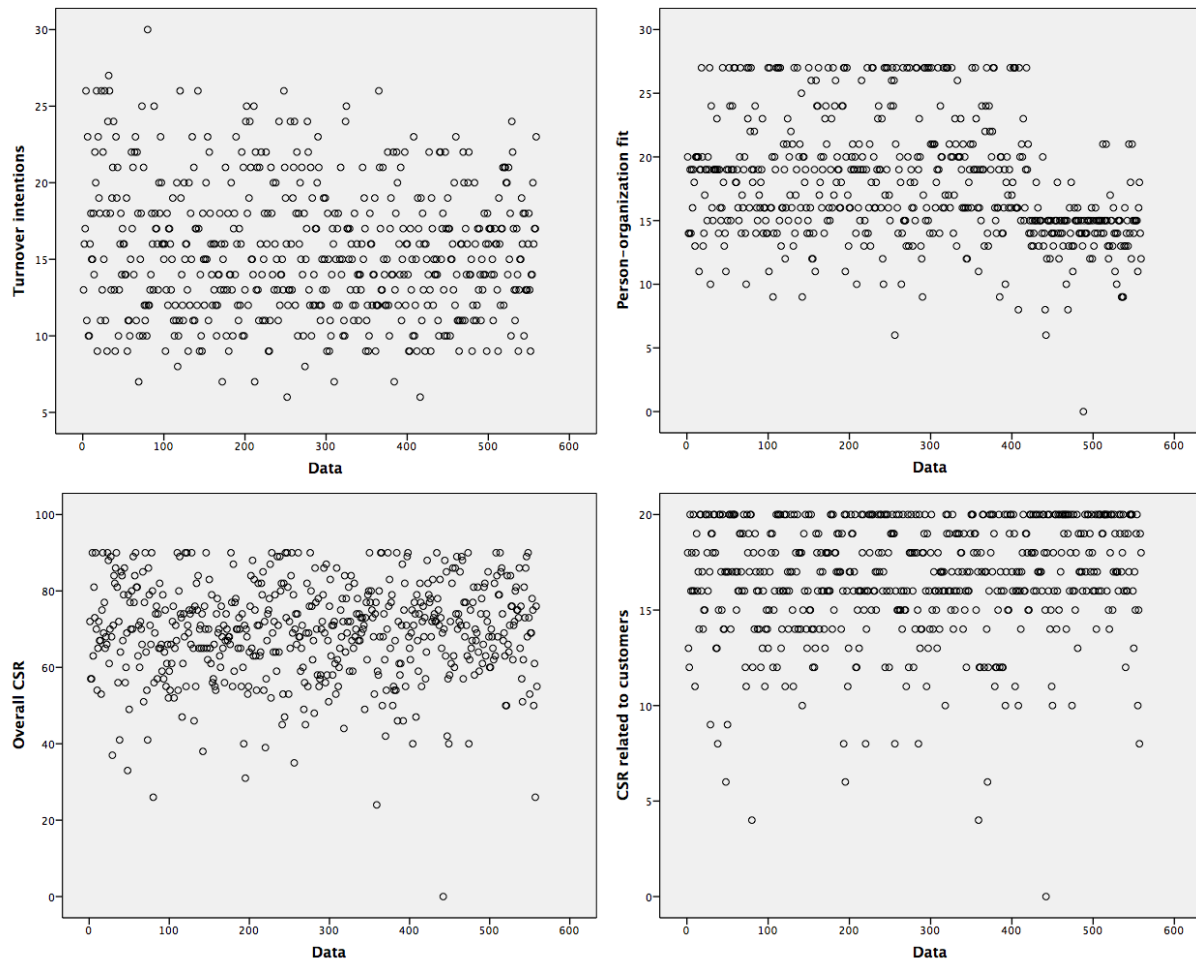
### Histograms of Study Variables Continued



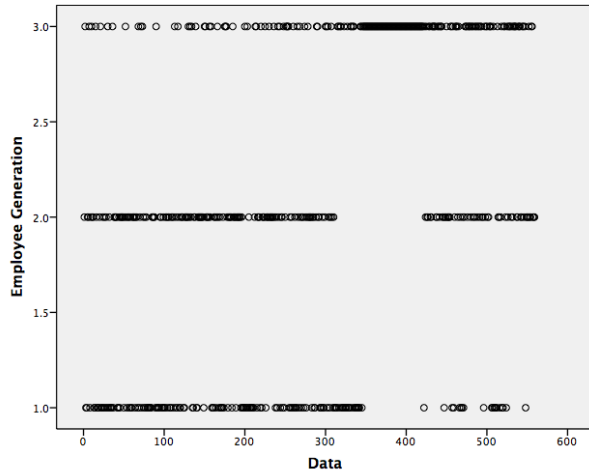
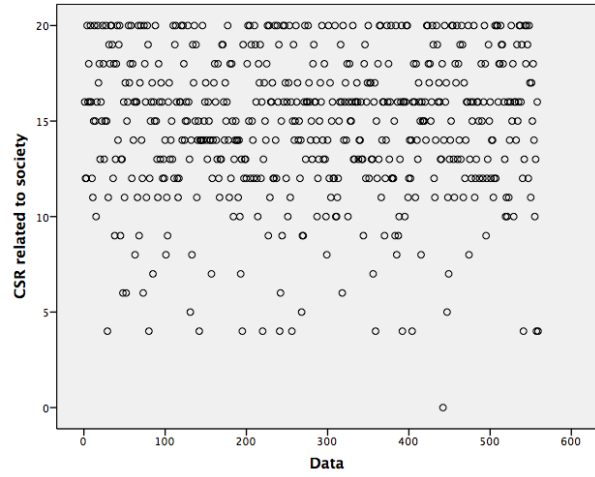
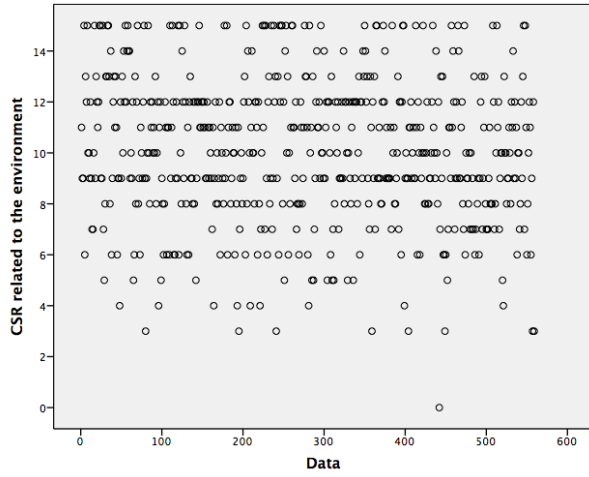
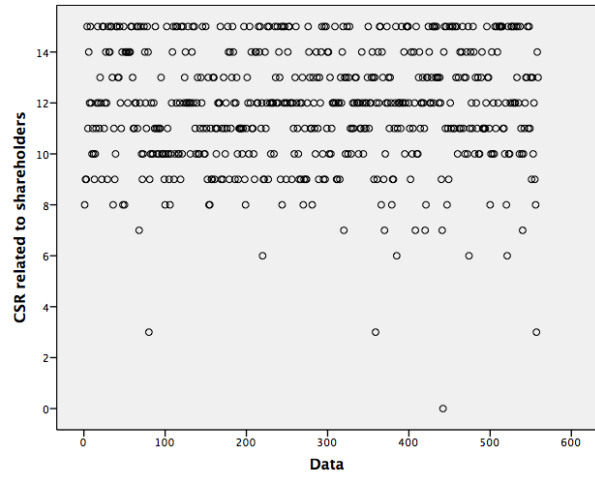
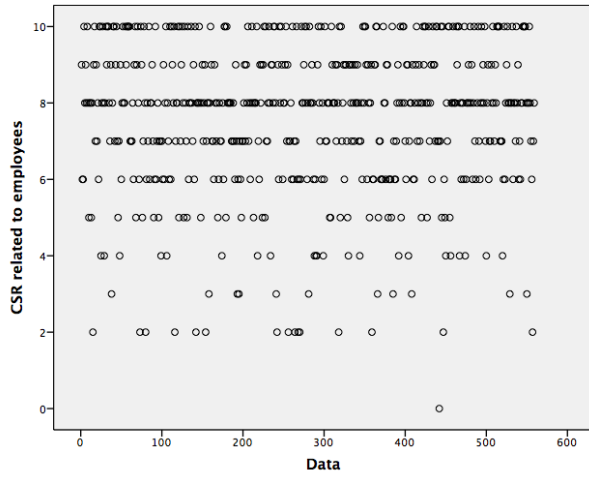
## Appendix D: Test of Outliers

Outlier investigation of the data of the different study variables was conducted by checking the range the scatter plots of the data. Outliers should be removed in the data set prior to the actual statistical analysis. Different scatter plots were generated in Figure 2. Investigation of the different scatter plots showed that there were no outliers in the data of the different study variables of dependent variable of turnover intentions; independent variable of CSR as measured by the overall score and its component dimensions of customers, employees, shareholders, environment, and society; mediator of person-organization fit; and moderator of employee generation. The values were in the ranges of possible scores for each study variables.

### Scatter Plots of Data of Study Variables



### Scatter Plots of Data of Study Variables Continued





## Appendix E: Questionnaires

In what year were you born? \_\_\_\_\_

**Ethnicity origin (or Race): Please specify your ethnicity.**

- White
- Hispanic or Latino
- Black or African American
- Native American or American Indian
- Asian / Pacific Islander
- Other

**Education: What is the highest degree or level of school you have completed? *If currently enrolled, highest degree received.***

- Nursery school to 8<sup>th</sup> grade
- Some high school, no diploma
- High school graduate, diploma or the equivalent (for example: GED)
- Some college credit, no degree
- Trade/technical/vocational training
- Associate degree
- Bachelor's degree
- Master's degree
- Professional degree
- Doctorate degree

**Marital Status: What is your marital status?**

- Single, never married
- Married or domestic partnership
- Widowed
- Divorced
- Separated

**Employment Status: Are you currently...?**

- Employed full-time
- Employed part-time
- Self-employed
- Out of work and looking for work
- Out of work but not currently looking for work
- A homemaker
- A student
- Military
- Retired
- Unable to work

**In what type of industry do you work?**

- Healthcare
- Manufacturing
- Education (K-12)
- Higher Education
- Banking/Finance
- Insurance
- Communications
- Transportation
- Government
- Retail
- Hospitality
- Other: \_\_\_\_\_

**Counting all locations where your employer operates, what is the total number of persons who work there?**

- 1
- 2-9
- 10-24
- 25-99
- 100-499
- 500-999
- 1000-4,999
- 5,000+

**What is your gender?**

- Female
- Male
- Non-binary/ third gender
- Prefer to self-describe \_\_\_\_\_
- Prefer not to say

**What was your total household income before taxes during the past 12 months?**

- Less than \$25,000
- \$25,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 to \$249,999
- \$250,000 or more

**What best describes the type of organization you work for?**

- Public sector
- 
- Private sector
- 
- Not-for-profit
- 
- Don't know
- 
- Other--

**What is the annual revenue of the organization?**

**\$0 - \$1 million**

**\$1 million - \$5 million**

**\$5 million - \$10 million**

**\$10 million - \$50 million**

**\$50 million - \$100 million**

**\$100 million - \$250 million**

**\$250 million - \$500 million**

**\$500 million - \$1 billion**

**\$1 billion and above**

**Not sure**

**Other**

**Which of the following most closely matches your job title?**

- Intern
- Entry Level
- Analyst / Associate
- Manager
- Senior Manager
- Director
- Vice President
- Senior Vice President
- C level executive (CIO, CTO, COO, CMO, Etc)
- President or CEO
- Owner

### TURNOVER INTENTION SCALE (TIS)

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The following section aims to ascertain the extent to which you intend to stay at the organisation.

Please read each question and indicate your response using the scale provided for each question:

#### DURING THE PAST 9 MONTHS.....

1	How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
2R	To what extent is your current job satisfying your personal needs?	To no extent	1-----2-----3-----4-----5	To a very large extent
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2-----3-----4-----5	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2-----3-----4-----5	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
6	How often do you look forward to another day at work?	Never	1-----2-----3-----4-----5	Always

## Person-Job and Person-Organization Fit

## Person-job fit:

### My abilities fit the demands of this job

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

### I have the right skills and abilities for doing this job

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

### There is a good match between the requirements of this job and my skills

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

### My personality is a good match for this job

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

### I am the right type of person for this type of work

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

## Person-Organization fit:

**My values match or fit the values of this organization**

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

**I am able to maintain my values at this company**

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

**My values prevent me from fitting in at this company because they are different from the company's values" (reverse scored).**

1	2	3	4	5	6	7
Strongly disagree	Disagree	Disagree	Neither	Agree	Agree	Strongly agree
		somewhat disagree	agree nor	somewhat		

## CSR Measurement

**My place of employment has a policy for customer safety and confidentiality?**

1	2	3	4	5
Strongly disagree	Disagree	Neither	Agree	Strongly agree
		agree nor disagree		

**My place of employment treats its customers honestly?**

1	2	3	4	5
Strongly disagree	Disagree	Neither	Agree	Strongly agree
		agree nor disagree		

**My place of employment has an established procedure to comply with customer complaints?**

1	2	3	4	5
---	---	---	---	---

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

**My place of employment makes an effort to know the customer needs?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment offers training and career advancement opportunities to its employees?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment treats its employees fairly?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment tries to ensure its survival and long term success?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment keeps a strict control over its cost?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment is concerned with fulfilling its obligation to its shareholders?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment reduces its consumption of natural resources?**

1	2	3	4	5
---	---	---	---	---



Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
-------------------	----------	----------------------------	-------	----------------

**My place of employment exploits renewable energy in a productive process compatible with the environment?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment communicates to its customer its environmental practices?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment is concerned with improving the general well-being of society?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment engages in philanthropy contributing to such causes as the arts, education and social services?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment provides a direct part of its budget to donation and social work favoring the disadvantaged?**

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

**My place of employment plays a role in society that goes beyond profit generation?**

1	2	3	4	5
---	---	---	---	---

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
----------------------	----------	----------------------------------	-------	-------------------

**To what degree does your company protect employee safety?**

1	2	3	4	5
Not at all	slightly	somewhat	mostly	always

**How important to you is it that your company protect employee safety?**

1	2	3	4	5
Not at all	slightly	somewhat	mostly	always

## Appendix F: Collinearity Diagnosis of the Regression Model

The CSR overall score was derived from the CSR sub-scores, therefore, there is an underlying concern regarding the collinearity of the variables. The tables below show the collinearity statistics and correlation scores of the CSR sub-scores and CSR overall score. Results show that not only do the sub-scores correlate highly with the overall CSR score, the sub-scores also correlate with each other significantly. This causes a concern of collinearity, which indicates the potential of low discriminate function between the CSR constructs. Future studies should look into the reliability and validity of the CSR constructs and challenge the original validation study.

### Collinearity Statistics

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	CSR related to customers	-.246 <sup>b</sup>	-5.866	.000	-.243	.956	1.046	.807
	CSR related to employees	-.315 <sup>b</sup>	-7.605	.000	-.309	.943	1.060	.815
	CSR related to shareholders	-.155 <sup>b</sup>	-3.634	.000	-.153	.956	1.046	.814
	CSR related to the environment	-.035 <sup>b</sup>	-.822	.412	-.035	.968	1.033	.815
	CSR related to society	-.185 <sup>b</sup>	-4.346	.000	-.183	.951	1.051	.815

a. Dependent Variable: Turnover intentions

b. Predictors in the Model: (Constant), Total income before taxes during the past 12 months, Type of organization, Annual revenue of the organization (size of organization), Gender, Type of industry, Total number of persons who work in all locations where employer operates (size of organization)

## Correlations

		Overall CSR	CSR related to customers	CSR related to employees	CSR related to shareholders	CSR related to the environment	CSR related to society
Overall CSR	Pearson Correlation	1	.851**	.833**	.773**	.776**	.868**
	Sig. (2- tailed)		.000	.000	.000	.000	.000
	N	558	558	558	558	558	558
CSR related to customers	Pearson Correlation	.851**	1	.691**	.656**	.509**	.635**
	Sig. (2- tailed)	.000		.000	.000	.000	.000
	N	558	558	558	558	558	558
CSR related to employees	Pearson Correlation	.833**	.691**	1	.612**	.558**	.671**
	Sig. (2- tailed)	.000	.000		.000	.000	.000
	N	558	558	558	558	558	558
CSR related to shareholders	Pearson Correlation	.773**	.656**	.612**	1	.500**	.537**
	Sig. (2- tailed)	.000	.000	.000		.000	.000
	N	558	558	558	558	558	558
CSR related to the environment	Pearson Correlation	.776**	.509**	.558**	.500**	1	.654**
	Sig. (2- tailed)	.000	.000	.000	.000		.000
	N	558	558	558	558	558	558
CSR related to society	Pearson Correlation	.868**	.635**	.671**	.537**	.654**	1
	Sig. (2- tailed)	.000	.000	.000	.000	.000	
	N	558	558	558	558	558	558

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Appendix G: Regression Analysis Without CSR Overall Score

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.134 <sup>a</sup>	.018	.007	4.316	.018	1.682	6	549	.123
2	.382 <sup>b</sup>	.146	.129	4.044	.128	16.284	5	544	.000

a. Predictors: (Constant), Total income before taxes during the past 12 months, Type of organization, Annual revenue of the organization (size of organization), Gender, Type of industry, Total number of persons who work in all locations where employer operates (size of organization)

b. Predictors: (Constant), Total income before taxes during the past 12 months, Type of organization, Annual revenue of the organization (size of organization), Gender, Type of industry, Total number of persons who work in all locations where employer operates (size of organization), CSR related to the environment, CSR related to shareholders, CSR related to employees, CSR related to society, CSR related to customers

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	15.675	.981		15.970	.000		
Gender	-.041	.352	-.005	-.118	.906	.973	1.028
Type of industry	.017	.043	.017	.405	.686	.964	1.038
Type of organization	-.572	.226	-.107	-2.531	.012	.993	1.008
Annual revenue of the organization (size of organization)	1.754E-5	.049	.000	.000	1.000	.830	1.205
Total number of persons who work in all locations where employer operates (size of organization)	.102	.084	.057	1.226	.221	.815	1.226

Total income before taxes during the past 12 months	.098	.099	.043	.986	.325	.947	1.056
2 (Constant)	19.396	1.321		14.680	.000		
Gender	.101	.331	.012	.306	.760	.964	1.038
Type of industry	.013	.040	.013	.331	.741	.959	1.042
Type of organization	-.365	.216	-.069	-1.691	.091	.955	1.047
Annual revenue of the organization (size of organization)	-.012	.047	-.012	-.267	.790	.819	1.221
Total number of persons who work in all locations where employer operates (size of organization)	.134	.079	.075	1.692	.091	.803	1.246
Total income before taxes during the past 12 months	.252	.096	.110	2.630	.009	.891	1.122
CSR related to customers	-.175	.090	-.123	-1.945	.052	.393	2.547
CSR related to employees	-.749	.136	-.348	-5.526	.000	.395	2.529
CSR related to shareholders	.090	.106	.048	.849	.396	.495	2.021
CSR related to the environment	.343	.082	.230	4.164	.000	.514	1.945
CSR related to society	-.066	.072	-.058	-.927	.354	.396	2.523

a. Dependent Variable: Turnover intentions

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## VITA

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