

# Creating Sustainable Engagement Practices for Generation Z: Role of CSR in Organizations

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**Abstract:** The prime objective of the research paper is to study how the perception of the employees of Gen Z about corporate social responsibility (CSR) in the organization affects their engagement level at the workplace. Our findings are from administering a structured validated questionnaire to 302 working executives from the IT sector in India, online and through personal visits to the organizations using simple random sampling. The employees were asked questions in a structured interview conducted online and in person, about their perception of Corporate Social Responsibility (CSR) initiatives at their current and previous (if any) workplaces. Following this information gathering, an attempt was made to inspect the association between the engagement of the employees and perception about Corporate Social Responsibility initiatives in the minds of the respondents. The research sample was constituted by using simple random sampling for sample designing. Majority of the respondents belonged to the age group of 21 to 24 years, pinning them at Gen Z, and 55% of the respondents are male. 76% of the respondents had no prior work experience, before their current place of employment, that is. The sample data was collected with the help of a combination of self-administered online surveys and face-to-face interviews. To test the hypotheses a hierarchical linear regression analysis was used. The research links the macroscopic and microscopic divisions and discourses to a dearth and necessity of more closely focused study in Corporate Social Responsibility area by investigating the effect of perceptions about CSR on workplace performance, engagement & productivity for Gen Z employees. This research progresses the prevailing body of information further than industrialized developed economies by reconnoitering the premeditated role CSR plays in India, giving us an exceptional social framework to gaze at.

**Keywords:** Corporate Social Responsibility, Gen Z, Performance, Employee Engagement, motivation

## 1 Introduction

As a response to digitalization, elevated competition with their contemporaries and growing pressure in businesses from a multitude of stakeholders, more and more companies are looking to adopting socially relevant and responsible ways of doing business. As the new Companies Act 2013 was introduced in India, expenditure towards corporate social responsibility, reporting, declarations and other regulations have been mandated for profitable and significantly big businesses. This step gives all the more importance to having an integrated corporate social responsibility agenda, inherently linked with the operations of the organization. Having a CSR agenda crafted to the company not only ensures better financial outcomes over other businesses, but likewise makes business sense on multiple occasions. In the current volatile business scenario, marked by tough competition, having a defined the business value and business case of CSR initiatives in a company is indispensable [1]. We believe this because at the end of the day, every organization needs to justify and leverage their CSR involvement for their sustainable existence.

To this end, academicians, researchers and corporate houses alike have been investigating further on some of the business cases for CSR initiatives in organizations by studying its impact not only on their financial results in the long run, but also their talent management practices. Although, when we review literature, we find that sources disagree on the negative, the positive, and unrelated relationships linking the financial and social aspects of a firm. Academicians and researchers attempt to describe this deviation by involving a multitude of factors in the equation. The results debated that the attitudes and perceptions of stakeholders can connect / link the otherwise unexplained association between financial metrics and CSR by

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using psychology as means of explanation [2]. Nevertheless, there is a dearth of evidence in this regard, and most studies have focused exclusively on external stakeholders (let's say, customers or investors). This comes as a surprise that equally important internal stakeholders (for instance, employees) have been disregarded on multiple occasions in these studies. Adding to this, existing bodies of work have examined the effect that CSR activities have at the macroscopic level, without regard to how it affects employee-level less-observable outcomes such as engagement and productivity.

It is generally accepted that retaining the right people and more importantly, continuously engaging talent at the workplace are challenges faced by almost all organizations across the globe. Engagement is the more important of the two, since it not only helps in employee retention and productivity but also in building customer relationship and enhancing a company's image.[3]

Generation Z is characterized by their widespread usage of digital and social media, and in general, the Internet from a young age. Not surprisingly, Generation Z employees are at ease with technology and online networking, not just in their personal lives but also at the workplace. Gen Z has developed with an exceedingly sophisticated media and computer based atmosphere which makes them more Internet savvy and proficient as compared to their Gen Y forerunners.

As a preface to a clearer understanding of the drivers behind successful CSR initiatives and engaging the Gen Z, we must closely notice its microscopic essence. Some studies have paid attention to how the perceptions of prospective Gen Y employees on CSR affect outcomes such as the employee value proposition, recognition as an employer of choice etc. However, studies that zero in on current employees i.e. the 'iGeneration', still remain sparse. Of late, researchers have begun to examine how employee perceptions of CSR initiatives impact the Gen Z employees' attitudes and behaviours. [4]. As an example, here, CSR has been conclusively correlated positively to commitment towards the firm, satisfaction on having done a job well, aspirations on the job and for career paths, organizational citizenship behaviours, workplace productivity and performance, attraction and retention of talent, intentions to quit the organization, and performance on the job.

As is apparent from the aforementioned literature, a major chunk of research connecting CSR to employee behaviours and attitudes has considered as criterion variables the commitment of an employee toward the organization and the satisfaction employees feel in the job. Surprising, other important attitudes, behaviours and engagement level indicators have not been considered. Due to the multifaceted property of Corporate Social Responsibility, its effects positively and negatively affect an extensive range of employee behaviours and attitudes that go over and above mere satisfaction and commitment. It is vital to analyse here that the aforementioned studies have been focused on developed western economies and nations, viz. in the USA, Europe and the UK with inadequate importance given to research arising out of emerging and developing economies such as that of India.

This study contributes to the existing body of knowledge by deriving inputs from the otherwise lesser-studied emerging economies, since these economies (such as India) have an essentially different social, economic, political and cultural structure at the organization level. Emerging and developing nascent economies leave more structure to be desired in their institutional and legal frameworks and appeal systems, making it challenging for organizations to clearly define the concept of CSR simply by referring to existing research. Relatively nascent corporate governance standards and institutional environment in these economies when coupled with high power distance, mismanagement, and lack of long-term vision, alter the interactions between the variables involved in a study on CSR and Generation Z. [5]. To add to the aforementioned factors, considerable differences in the cultural and geo-political constitution also prevent us from simply extrapolating data from developed countries' context and using them in developing countries. Moreover, as we mentioned at the outset, the new Companies Act, 2013 ushered in a need for individual focus on India when it comes to implementation of CSR initiatives and their efficacy in terms of driving outcomes valued by businesses operating in India.

This study endeavours to link the dissociations known in the theoretical literature acknowledged above by reconnoitring the effect of Corporate Social Responsibility on the levels of employee engagement among working professionals in India, especially concentrating on the drives of Gen Z towards CSR. In this direction, this research attempts to mention useful business cases for Corporate Social Responsibility by examining the impact it has on the engagement levels of Generation Z employees, which in turn, is correlated to financial and social performance of firms and other outcomes valued at an organizational level.

## 2 Literature Review

Generation Z, a demographic cohort of people identified as post-millennials, or the iGeneration, is the generation following the Gen Y or Millennials. There is no specific beginning and end dates to mark this cohort of Gen Z; researchers and academicians commonly use starting birth years ranging from the late-1990s to early 2000s and ending birth years ranging from the late 2000s to early 2010s [6].

As mentioned in the introduction, this generation has been exposed to digitalization and technology from the get-go for their everyday functioning and basic needs. Hence, it is natural to conclude that they are in general, more connected online through

social media and use Snapchat, Twitter, and Instagram (to name a few) for a significant chunk of socializing. Few experts believe that growing up through the Great Recession has given this cohort a feeling of apprehension, unsettlement and anxiety [7]. With the internet and digital revolution that was evident in the early 1990s, this generation has been exposed to an exceptional volume of technological know-how in their childhood. In a past study performed by psychologists it was found that the internet had widespread usage when it comes to accessing information and networking with other young people [8]. Wide internet usage, mobile technologies and social media have become progressively vital to modern adolescents over the last decade. Hence, as this generation enters the workforce, our employees are turning to the Internet for social skills, which can be applied to real life situations, and for mastering things that interest them. Teenyboppers devote a large amount of their time online in private communication like WhatsApp or Chatbox with people they interact with outside the Internet on a frequent basis [9]. These people, when employed, use digital and social media for staying up-to-date with international news and networks, and more importantly, for maintaining and developing associations with individuals with whom they are close in proximity, such as co-workers, employees in other organization and their supervisors as well. As this use of technology has been integrated into the daily lives of most Gen Z-ers who have access to mobile technology, they express satisfaction, dissatisfaction, solidarity and a range of other emotions through this medium. As a consequence, online relationship development has become a new generational norm [10].

The term ‘employee engagement’ was first used by William A. Kahn in a 1990 Academy of Management Journal. Kahn is often considered an academic parent of sorts to employee engagement. There is no single widely accepted definition for employee engagement till date. According to Kahn, “employee engagement is an ideal situation where an employee is involved in his job physically, cognitively and empathetically”. Following his study, there was growing interest in employee engagement and the interest has been sustained till date. Employee engagement is defined as “a positive and fulfilling state of mind that is characterized by dedication, vigour and absorption”. [11]

Employee engagement has turned out to be one of the most significant areas of work in recent years, largely owing to the multitude of factors involved and the trickiness of attempting to measure it. It has become an area of interest for most organizations since it directly affects their business outcomes. During early 70s and 80s, the human resources function was focused more on personnel engagement, which catered only to employee satisfaction. However, this gradually started moving toward the engagement of the employees, which measured an employee’s dedication, citizenship behaviour and guarantee to the organization in general and to their work specifically [11].

A Study on Employee Engagement [12] studied the elements which could possibly lead to and influence employee engagement in the manufacturing industry. Their study concluded that employee development is one of the factors that lead to employee engagement. The study showed that the frontline employees, who have higher job and organizational engagement, have higher commitment as well. As corporate social responsibility actions regulate the point to which companies are morally and ethically in pursuit of what is “right”, we may get an indication of whether CSR can come in handy when bridging gaps in engagement for employees, of whom Gen Z is an ever-increasing part. [13].

Saks [14] in his study argues that employee engagement is different from organizational commitment because organizational commitment is an employee’s connection with their organization, whereas, engagement is the extent to which an employee is involved in his work. Employee engagement also differs from Organizational Citizenship Behaviour, since engagement is concerned with the passion for one’s role, while Organizational Citizenship Behaviour refers to a person’s voluntary commitment within an organization, above and beyond the expected.

## *2.1 Corporate Social Responsibility*

As mentioned in the review of existing literature, although CSR has been extensively studied, there has not arisen a consensus over how CSR may be commonly defined. There are a multitude of competing definitions and clarifications which only serve to confuse someone seeking clarity about the concept of CSR. Hack [15] has demarcated CSR as actions and decisions that businessmen take that serve purposes above and beyond the immediate interests of the organization. In 1973, this definition was refined to distinguish between the economic and legal liabilities of the firm from its social obligations. Corporate social responsibility: Evolution of a definitional construct is that CSR was indicative of the attention businesses paid to societal needs, going beyond mere economic interests. CSR has also been qualified as the expectations a society has of the firm [16]. It is important to notice here that these definitions assume that the economic interests of the firm are far removed from altruistic pursuits and that they are based in self-interest and selflessness respectively. Thus, there arises a difference between the economic and non-economic facets of social responsibility, where the former is what a business does for itself and the latter represents what it does for others apart from the organizationally valued business outcomes, that is. Turker [17] stated that rather than a responsibility to society, the economic component of business activities is a reason for the existence of a firm. In our paper, instead of exploring the concept of CSR in depth, we choose to accept and use a general understanding of CSR which is adequate in the context of this paper.

Stakeholders are the most important part of a business, be they external or internal. Stakeholder theory has been studied in depth in contemporary studies. These are people or groups of people who are affected by or who can influence an organization’s functioning. Corporate Social Responsibility is inherently and irrevocably associated with stakeholders, in the

sense that CSR activities aim to benefit one or more stakeholders of an organization. When organizations demonstrate certain behaviours (in the corporate context) which indicate acting responsibly toward their stakeholder(s), they may be loosely defined as CSR activities or initiatives. These initiatives of course, must travel the extra mile and should not serve only economic pursuits of the organization.

The study utilizes Turker's [17] CSR scale for assessing the focus on various stakeholders when it comes to CSR activities and initiatives. The typology comprises of four stakeholder groups in general:

- The first group in the typology consists of social responsibility toward the society, acting responsibly towards the environment and making decisions so as to ensure a sustainable future for the generations to come. This facet of CSR is aimed at protecting the environment and minimizing the detrimental effect and adverse impact our organizations leave on the environment. Let us indicate this group by "CSR-1". Since this group of stakeholders is not directly influenced by the operations of the business in the short term, they are sometimes referred to as secondary stakeholders.
- The next group of stakeholders is inward-facing and comprises of CSR towards the organization's workforce and human capital ("CSR-2"). This focuses on ensuring fair policies, just treatment, learning & growth opportunities, career path development and it considers, opportunities for career development flexible, fair workplace policies and an overarching concern for the human capital in the firm and its hygiene factors.
- The third group of stakeholders talks about the outward-facing social responsibility towards a firm's client or customers ("CSR-3"). This ensures justice for consumers, honouring of rights of the consumer, improving the consumer experience, increasing customer satisfaction, listening to the voice of the customer and responding as required.
- The final and fourth group of stakeholders here in this scale includes social responsibility towards the government in the country, whether home or hosts ("CSR-4"). This entails staying on the straight and narrow, regularly paying taxes owed, a regard for proper legislation and compliance with legal regulations of the land [17].

When we speak of the benefits of involving one's organization in CSR initiatives, we must pay attention to the psychological effect it has on the employees in an organization. CSR serves the dual purpose of showing the firm in a good light and making the employees of the firm see themselves in a good light. Involvement in CSR activities has shown to enhance employees' self-esteem and lets them, in their own way, through their contribution; improve their perception of employee-organization and employee-society relationships.

Using scenarios to simulate, established that there is a certain correlation between CSR involvement and employee engagement levels. In that study, there was no significant relationship established between inward-facing CSR (toward employees) and outward-facing CSR (directed toward external stakeholders) and employee engagement. However, the engagement scores turned out high for those employees who were exposed to / involved in inward-facing CSR as compared to the other kind(s). The perceptions employees have about their contribution toward the CSR activities are extremely important in deciding the employees' attitudes, behaviour and performance, even more so than the real or actual levels of involvement [17]. It is because of this fact that we are better off studying the perceptions of CSR in the minds of employees which are less often measured and examined.

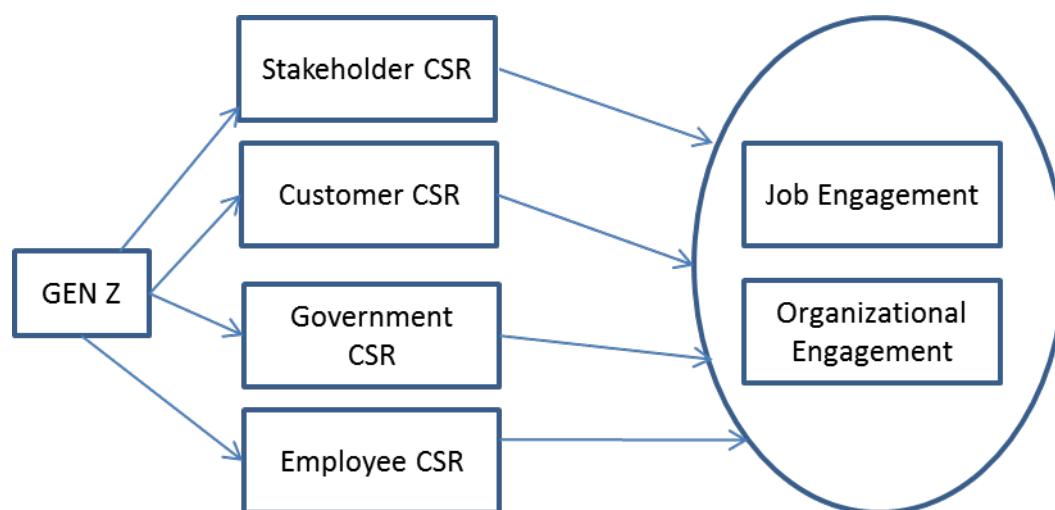
## 2.2 Rationale of The Study

The rationale of this study is to measure the relationship between employee engagement and CSR, to understand the drivers of CSR with a very special reference to the Gen Z and to understand the impact of the following:

- The Effect of Stakeholders CSR on employee engagement of Gen Z employees
- The Effect of Employee CSR on employee engagement of Gen Z employees
- The Effect of Customer CSR on employee engagement of Gen Z employees
- The Effect of Government CSR on employee engagement of Gen Z employees

## 2.3 Hypothesis of the Study

- $H_0$ : There is no relationship between the effects of Stakeholders CSR on employee engagement  
 $H_1$ : There is a positive relationship between Stakeholders CSR on employee engagement
- $H_0$ : There is no relationship between Effect of Employee CSR on employee engagement  
 $H_1$ : There is a positive relationship between Effect of Employee CSR on employee engagement
- $H_0$ : There is no relationship between Effect of Customer CSR on employee engagement  
 $H_1$ : There is a positive relationship between Effect of Customer CSR on employee engagement
- $H_0$ : There is no relationship between effect of Government CSR and employee engagement  
 $H_1$ : There is a positive relationship between effect of Government CSR and employee engagement



**Fig.1:** CSR Factors impacting Employee Engagement (Proposed Model).

### 3 Research Methodologies

The findings are from administering a structured validated questionnaire to 302 working executives from the IT sector in India. For the present research, the target population comprised of working executives from selected IT companies in India at all three levels of hierarchy— junior, middle and senior. Our correlational field survey was cross-sectional in nature and about 10 to 20 respondents were from each sample organization involved in the study. The employees were asked questions in a structured interview conducted online and in person, about their perception of Corporate Social Responsibility (CSR) initiatives at their current and previous (if any) workplaces. Following this information gathering, an attempt was made to examine the association between the engagement of the employees and perception about Corporate Social Responsibility initiatives in the minds of the respondents.

The research sample was constituted by using simple random sampling for sample designing. Most of the respondents belong to the age group 21 to 24 years, pinning them at Gen Z, and 55% of the respondents are male. 76% of the respondents had no prior work experience, before their current place of employment, that is. The sample data was collected with the help of a combination of self-administered online surveys and face-to-face interviews. To test the hypotheses a hierarchical linear regression analysis was used.

Turker [16] measures the perception of Gen Z employees on CSR, a 17-item scale was used. The noteworthy part about this scale is that it takes the stakeholders approach when measuring CSR perceptions, which serves our purpose well. Here are some examples of items in the scale:

- “The organization processes inspire their personnel to enhance their skills and career paths”— Corporate Social Responsibility to employees
- “The organization delivers complete and precise data about the services and the products to our customers” — Corporate Social Responsibility to customers
- “Any taxes owed by the company is paid, on a continuing and regular basis” — Corporate Social Responsibility to the Government (in this case, India)
- “The organization targets sustainable development with regard to the needs of the generations to come” — CSR to stakeholders

### 4 Data Analysis

A Correlation Analysis was executed to analyse the association for all the four variables namely

- Effect of Stakeholders CSR
- Effect of Employee CSR
- Effect of Customer CSR
- Effect of Government CSR



with engagement levels of the employees. Correlation simply states us whether the two variables are correlated to each. The results are discussed below for each variable.

**Table 1:** Correlation Analysis.

Hypothesis	Value of Correlation	Result
H <sub>0</sub> : There is no relationship between the effect of Stakeholders CSR on Gen Z's engagement H <sub>1</sub> : There is a positive relationship between the effect of Stakeholders CSR on Gen Z's engagement	.538	Reject Null Hypothesis
H <sub>0</sub> : There is no relationship between the effect of Employee CSR on Gen Z's engagement H <sub>1</sub> : There is a positive relationship between the effect of Employee CSR on Gen Z's engagement	.743	Reject Null Hypothesis
H <sub>0</sub> : There is no relationship between the effect of Customer CSR on Gen Z's engagement H <sub>1</sub> : There is a positive relationship between the effects of Customer CSR on Gen Z's engagement.	.863	Reject Null Hypothesis
H <sub>0</sub> : There is no relationship between the effect of Government CSR on Gen Z's engagement H <sub>1</sub> : There is a positive relationship between the effects of Government CSR on Gen Z's engagement	.755	Reject Null Hypothesis

An important step in the process of identifying with one's organization is to identify with the values and ethics in the organization. This in turn involves evaluating the organization's CSR activities. How employees assess the degree of justice and fairness, influences the causation between employee perceptions of CSR and the extent of how much an employee identifies with the organization [13]. It is reported by some empirical studies, that the correlation between employee perceptions about justice and fairness in the organization and the employee engagement levels, is positive [15]. In this very study, Saks also reported that employees' actions are heavily influenced by the moral stance they see their organization taking, whether in conducting business or other activities. The logic derived here is that an employee witnessing their organization contributing to the society feels obliged to contribute more to their work. This brings us to the hypothesis that there is a certain pride involved, in the minds of employees, when their organizations act socially responsible and accountable.

CSR activities of the organization directed internally toward its own employees are likelier to impact the employees and hence, the engagement levels of the employees, at least as related to CSR activities concentrating toward stakeholders other than employees. When an organization works toward improving the overall climate at the workplace, by ensuring fair policies, healthy and transparent communication, easy-to-understand and less bureaucratic processes etc., it becomes more likely that such an employee-friendly stance benefits the workplace engagement levels. As we mentioned before, CSR undeniably affects the self-image employees have about themselves and the organization and hence, being employee-friendly in one's policies and practices serves to improve the organizational image as an honest employer, an employer of choice or a great place to work at, sending out a strong Employee Value Proposition.

Gen Z employees, when involved in projects geared toward optimization, elimination of waste and reducing the turn-around-time or time-to-market by delivering the project deliverables efficiently to the organization (and hence to customers) in turn make employees identify more strongly with their organizations. The fact that Gen Z employees act this way, may be explained by their concern (as a generation) for sustainability, accountability, adherence to laws and "responsible profiteering".

There are contradictory stances on how CSR must be viewed. Some experts believe that CSR must be over and above mandates or legality, while some other experts argue that law is a crucial part of CSR enforcement. Since we would like to adopt a broader understanding of CSR in our study, we have included legal compliance as part of CSR. We would be hard pressed to find an employee that wants to work for a firm that acts immorally. In other words, an employer that acts conscientiously is an employer of choice.

How an organization chooses to care for the well-being of all its stakeholders (including employees and customers in specific, and the community at large), influences how employees view the organization. A firm's manner of treatment of one stakeholder may be extrapolated to infer the manner in which it treats the other sets of stakeholders as well. Hence, if an organization is observed by its employees engaging in malpractices, the employees of the organization do not feel at one with the firm's decision and do not take pride in its actions. They may condemn such behaviour and will certainly not identify with such an organization that contradicts their values. Engaging in such malpractices sends out a message to the employees to tune of "if the firm is capable of mistreating customers, it can ill-treat its employees similarly if need be". This diminishes the trust and implied safety that employees feel at the workplace, reducing the extent of commitment and involvement of the employees in their work. On the other hand, an organization that acts responsibly toward its stakeholders instils faith in its employees and assures them that their employer will act responsibly and accountably toward them as well. The image that the public has of an organization plays a pivotal role in talent attraction, retention and organizational commitment. Hence, when affirm gives priority to the rights and voice of its customers / clients, a favourable impression is carved in the minds of people about the firm.

Multiple Regressions was used to discover the relationship of all the four variables namely Effect of Stakeholders CSR, Effect of Employee CSR, Effect of Customer CSR, Effect of Government CSR and the engagement levels of Gen Z employees. To study the predictive ability of each of the independent variable, multiple regression was used. This method was used to investigate the value of a dependent variable i.e. the engagement of the Gen Z employees established on the four independent variables of the study i.e. Effect of Stakeholders CSR, Effect of Employee CSR, Effect of Customer CSR, Effect of Government CSR. Multiple regressions also allowed defining the overall fit (variance explained) of the model and the relative influence of each of the independent variables. To study and analyse the model fit a Step wise multiple regression was used.

**Table 2:** Model Summary of Regression Analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	P Value
Customer CSR	.953 <sup>a</sup>	0.918	0.907	0.33169	0.000
Employee CSR	.962 <sup>b</sup>	0.915	0.825	0.29907	0.000
Government CSR	.963 <sup>c</sup>	0.907	0.727	0.29384	0.000
Stakeholders CSR	.964 <sup>d</sup>	0.829	0.728	0.29184	0.000

The step wise multiple regression analysis has formed four models which is as follows-

Model One: Predictor Customer CSR

$R^2=0.918$

This model exhibits that the effect of Customer CSR can describe 91.8% of the variance of the Gen Z's engagement.

Model Two: Predictor Customer CSR & Employee CSR

$R^2=0.915$

This model exhibits that Customer CSR and Employee CSR can describe 91.5% variance of the Gen Z's engagement.

Model Three: Predictor Customer CSR, Employee CSR and Government CSR

$R^2=0.907$

This model exhibits that Customer CSR, Employee CSR and Government CSR can describe 90.7% variance of the Gen Z's engagement.

Model Four: Predictor Customer CSR, Employee CSR, Government CSR and Stakeholder CSR

$R^2=0.829$

This model exhibits that Customer CSR, Employee CSR, Government CSR and Stakeholder CSR can describe 82.9% variance of the Gen Z's engagement.

**Table 3:** Coefficients Table of Regression Analysis.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.096	0.058		1.65	0.1
	Customer CSR	1	0.016	0.953	62.619	0
2	(Constant)	0.059	0.052		1.132	0.258
	Customer CSR	0.697	0.035	0.665	20.214	0
	Employee CSR	0.326	0.034	0.317	9.632	0
3	(Constant)	0.003	0.053		0.063	0.95
	Customer CSR	0.641	0.037	0.611	17.417	0
	Employee CSR	0.308	0.034	0.3	9.194	0
	Government CSR	0.089	0.023	0.087	3.912	0
4	(Constant)	-0.054	0.058		-0.935	0.35
	Customer CSR	0.619	0.038	0.59	16.475	0
	Employee CSR	0.267	0.037	0.26	7.217	0
	Government CSR	0.08	0.023	0.079	3.532	0
	Stakeholder CSR	0.086	0.034	0.075	2.542	0.011

The  $\beta$  values from the above table reflect that Customer CSR is the strongest predictor of Gen Z's engagement followed by Employee CSR, Government CSR and Stakeholder CSR.

## 5 Conclusion, Limitations and Future Scope

From this study we conclude that Customer CSR is the most evident predictor for engaging the employees of Generation Z. The other three variables Employee CSR, Government CSR and Stakeholder CSR were also significant and were followed by the strongest predictor of Customer CSR in that order.

### 5.1 Implications of the Study

Involving subjective and subtle organizational and cultural differences in the proposed model also makes the research more accurate and honest to its context, ensuring that the results of the study are precisely representative of reality and that the results can be generalized and extrapolated. This study will help the companies to incorporate CSR measures as a part of their practices and engage the Gen Z. Additionally, we recommend studying the shifting relationship between the CSR and Gen Z as time passes, since these are influenced heavily by the changing dynamics of the business and that of the generations entering the workforce.

### 5.2 Limitations of the Study and Recommendations for Further Research

Though our study has certain strengths, there are avenues available for further research and study, through which our study may be optimized or built upon. Our study uses self-reported measures for perceptions of employees and hence, the responses may be subject to a certain indefinite amount of social desirability bias, which we have attempted to eliminate by assuring



the respondents of the confidentiality of their responses (using an anonymous survey). However, common method bias may be a concern. We recommend that further research developed on ours use more qualitative parameters to gain an ingenious understanding of the causality between perceptions of CSR involvement and the extent of employee engagement for Gen Z employees in the IT companies in India.

**Conflict of interest:** The authors declare that they have no conflict of interest.

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