LINKAGE BETWEEN THE MILLENNIALS' PERCEPTION OF CSR AND THEIR OCCUPATIONAL WELL-BEING

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Abstract
Changes in the nature and context of work require a greater focus on well-being, more specifically on occupational well-being describing it as a balance between the resources and the workload of the employee. Although various drivers of well-being have been studied in the previous literature, only several studies can be found that attempt to understand the impact of corporate social responsibility (CSR) on employee well-being. Moreover, to date, there is still a lack of empirical studies dealing with the Millennials' perception of CSR and occupational well-being, even though they see many issues differently from previous generations and form a growing percentage of the employee base. Trying to close the gap, the paper covers three aspects: occupational well-being, perception of CSR, and Millennials. The paper aims to reveal the linkage between CSR and occupational well-being considering the Millennials' perspective. To achieve this, the paper examines the way the Millennials perceive the CSR activities and their occupational well-being and finally, whether the Millennials' perception of CSR affects their occupational well-being. In doing this, quantitative data were collected (230 responses in total). Consistent with the expectations, the survey indicated that the Millennials' perception of CSR plays a vital role in enhancing occupational well-being. The same holds for all dimensions of CSR, supporting the idea that a higher perception of economic, legal, ethical, philanthropic, and environmental CSR leads to higher occupational well-being. Generally, the provided empirical evidence supports the idea of higher organizational engagement in CSR activities, as it brings benefits in the form of enhanced occupational well-being of the Millennials.

Keywords
Corporate social responsibility; occupational well-being; Millennials; employee perception of CSR.

Introduction

The dominating ambition of each business is to survive in a highly competitive business world. One of the recipes for sustainable survival highlights the necessity of organizations to do well for their employees (Gupta & Sharma, 2016). Given such challenges as the diversity of employee generations in the labor market, shortage of skilled workforce, or changing nature of work as a result of COVID-19, organizations need to take employee concerns seriously changing their focus from "what employers want" to "what employees want" (Boselie, 2010; De Prins et al., 2014). Given the fact that one-third of a person's life is spent at work, well-being becomes a hot topic in organizational and individual life (Grant, Christianson, & Price, 2007). The concepts of well-being and occupational well-being have been studied from a multi-disciplinary perspective and used in very diverse ways across the literature (Guest, 2017; De Voorde,

Paauwe, & Van Veldhoven, 2012). In this paper, the focus is placed on occupational well-being describing it as a balance between the resources and the workload of the employee (Saaranen et al., 2012). The employees' resources provide a way to control the demands of their work and mitigate the impact of their workload (Saaranen et al., 2012). In other words, occupational well-being is about the maintenance of the working ability. Given the relevance of having healthy, happy, and socially active employees, the question of the potential drivers of occupational well-being arises.

In recent years, few studies have started considering corporate social responsibility (CSR) in relation to organizational survival and prosperity (Wang, Yu, & Choi, 2014). Typically, being socially responsible means that the organization prioritizes its activities in such a way as to better meet the economic, environmental, legitimate, and social demands of the society (Park, Lee, & Kim, 2014). By doing this, organizations not only improve their dialogue with the stakeholders, but also gain returns from the CSR actions (Bhattacharya, Korschun, & Sen, 2009). Based on the previous studies, the benefits of engaging in CSR could be consumer favorable perceptions, positive attitude of current and potential employees towards the organization, or willingness of the business partners to do business with the organization (Lee et al., 2012). Accordingly, such benefits refer to employee well-being. However, only several studies analyze the way employees perceive the CSR and the impact of CSR on employees, demonstrating, for instance, the positive relationship between CSR and employee engagement (Gupta & Sharma, 2016; Park, Lee, & Kim, 2018), CSR and hotel employee well-being (Su & Swanson, 2019), or CSR and organizational commitment (Turker, 2009). Moreover, occupational well-being has received even less attention (Perko et al., 2016). Narrowing the gap, the paper deals with the employee perception of CSR and the way CSR influences occupational well-being. More specifically, the paper focuses on Millennials as they see many issues differently from previous generations, and to date, empirical studies dealing with the Millennials' perception of CSR and their occupational well-being are scarce (Alonso-Almeida & Llach, 2019).

The paper aims to reveal the linkage between CSR and occupational well-being considering the Millennials' perspective. To achieve this, the paper examines the way the Millennials perceive CSR activities and their occupational well-being and finally, whether the Millennials' perception of CSR affects their occupational well-being.

The paper contributes to the literature in several ways. First, the paper enriches the literature on occupational well-being by analyzing its four aspects, namely: working community, worker and work, working conditions, and professional competence. Second, as the paper analyses CSR, the literature on corporate responsibility is extended. Third, the paper contributes to the literature of generations by investigating the perception of members of the generation, which accounts for a growing percentage of the employee base. The main practical implication of this paper relies on the notion that practitioners will benefit from considering the Millennials' perception of CSR activities as a source for improving their occupational well-being.

The remainder of this article proceeds as follows: at the beginning, a literature review and proposed hypotheses are presented; further, the methodology is explained; then, the paper presents the empirical results, followed by the discussion and conclusions with some important implications.

Corporate social responsibility

Extended literature on CSR confirms that it is still challenging to find a universally accepted definition of CSR. Lee et al. (2012) argue that CSR is a term grounded on the perspective that organizations "should make direct or indirect contributions to the society by performing socially responsible behaviors and/or engaging in actions that advance some social good or welfare" (p. 746). The European Commission (2011) treats CSR as "the responsibility of enterprises for their impacts on society. To fully meet CSR, "enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders" (EU, 2011, p.6). Generally speaking, CSR refers to the relationship between business and society, which denotes activities of the organizations intended to balance financial performance, impacts on the environment and society (Park & Levy, 2014). Being socially responsible requires conducting more than organizations are obligated legally (Wang et al., 2014). Concluding, CSR can be broadly defined as "the activities making companies good citizens who contribute to society's welfare beyond their own self-interests" (Kang, Lee, & Huh, 2010).

The perfect illustrations of CSR activities imply product safety, eco-friendly design, decent work practices, or community development (Yu & Choi, 2014). As seen from these examples, CSR activities are characterized by their variety. Responding to this, the literature acknowledges the multi-dimensionality of the construct, often categorizing CSR by stakeholder types (employees, customers, community, etc.) or by aspects of responsibility (economic, legal, etc.) (Park & Levy, 2014). This paper analyses the perception of CSR of one of the most salient stakeholder groups, namely employees. In doing this, this paper employs CSR practices with the following five responsibilities attributes: environmental, philanthropic, ethical, legal, and environmental.

Following Carroll (1979), CSR typically incorporates four dimensions: economic, legal, ethical, and philanthropic. More recently, an environmental dimension was added (Lee et al., 2013), and this paper captures all five. Thus, the economic dimension of CSR addresses the organization's economic responsibilities to its stakeholders (Kim et al., 2018). Initially, economic responsibility was perceived as "responsibility to produce goods and services, that society wants and to sell them at a profit" (Carroll, 1979, p.500). A more sophisticated understanding of economic responsibility encompasses operation efficiency or business competitiveness (Lee et al., 2012). Based on the "social contract" between business and society, organizations are expected to pursue their economic missions within the framework of the law (Carrol, 1991). Thus, the legal dimension is related to the organization's obligation to abide by regulations and rules (Kim et al., 2018; Lee et al., 2012). As stated by Carroll (1991), "legal responsibilities reflect a view of "codified ethics" in the sense that they embody basic notions of fair operations as established by our lawmakers" (p.41). The next aspect, namely ethical, is concerned with the organization's responsibility to be fair in making the decisions and conducting performance (Kim et al., 2018; Lee et al., 2012). Ethical responsibilities imply the standards, norms, or expectations that reflect a concern for what employees, consumers, or other stakeholders regard as fair (Carroll, 1991). Philanthropy addresses the actions that are in response to society's expectation that organizations should be good corporate citizens (Carroll, 1991). The philanthropic dimension refers to the organization's responsibility to engage in activities that promote human welfare or goodwill (Kim et al., 2018; Lee et al., 2012). Finally, the last dimension of CSR tackles

environmental concerns by maintaining and preserving the environment (Lee et al., 2013).

As CSR requires dealing with the interests of numerous stakeholders, it is not surprising that incongruity between the actual organization engagement in CSR activities and the way these activities are perceived by different stakeholders might occur. This paper analyses employees, namely Millennials', perceptions of CSR. The paper defines employee perception as "the degree to which employees perceive an organization supports the activities related to a social cause" (Lee et al., 2013, p.1717).

Millennials' perception of CSR

According to Kupperschmidt (2000), a generation of employees consists of individuals born approximately within the same time span of two decades each. It has been acknowledged that generational cohorts develop similarities in their beliefs and attitudes based on shared life experiences (Meriac, Woehr, & Banister, 2010). Employees from different generations are believed to have different values and react differently to common life events (Kupperschmidt, 2000). As the Millennial generation (born in 1981-2000) forms a growing percentage of the employee base (Stewart et al., 2017), their preferences and attitudes become highly relevant. Consistent with this, the paper focuses on the Millennials' perception of CSR and further, on the linkage between CSR and occupational well-being.

The values of the Millennials include civic-mindedness, collectivism, and positivity (Dries, Pepermans, & De Kerpel, 2008). Millennials prefer work-life balance and teamwork, and value diversity (Angeline, 2011). Meaningful work, work autonomy, transformational leadership, workplace friendship, and work-life balance significantly predict Millennials' happiness in the workplace (Yap & Badri, 2020). They are motivated by recognition and public acknowledgment; they need not only a balance between personal and professional life but also a comfortable environment; they require a flexible work schedule and are willing to become part of various social networks (Pînzaru et al., 2016). Summing up, Millennials is often credited with transforming the business environment from being customer-focused to more employee-focused (Mahmoud et al., 2020).

In line with the mentioned values and approaches, it seems from the previous studies that Millennials display a heightened sensitivity toward ethical and CSR issues (Klimkiewicz & Oltra, 2017; Cone Communications, 2006; Michailides & Lipsett, 2013). The survey of 4,000 Millennials from 44 countries by PwC (2011) demonstrated that they consciously seek employers whose corporate responsibility behaviors reflect their values and consider an employer's policy on climate change and environment important. According to Deloitte (2014), Millennials are rapidly assuming positions of greater responsibility. Waples and Brachle (2020) revealed that Millennials treated a fictitious organization to be more attractive when CSR activity was explicitly included in the company's recruiting materials than when it was not. The study of Cone Communication (2006b) demonstrated that Millennials not only feel personally responsible for making a difference in the world, but a majority of them also believe that companies have a responsibility to join them in this effort. Summing up, it can be assumed that "Millennials are interested in working in responsible companies because

they provide the opportunity to achieve individual goals, help others and contribute to developing a better world" (Alonso-Almeida & Llach, 2018).

Occupational well-being

In general, well-being at work is a key priority for the EU. The paper focuses on occupational well-being describing it as a balance between the resources and the workload of the employee (Saaranen et al., 2012). Job resources are defined as "those physical, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c) stimulate personal growth and development" (Demerouti et al., 2001, p.501). Referring to occupational well-being, resources are factors that decrease the number of situations increasing workload and reduce the experience of workload by producing more efficient methods of control (Saaranen et al., 2007). Usually, the resources may originate from the organization in which the employees work or the individuals themselves (Saaranen et al., 2007; Schaufeli & Taris, 2014; Schaufeli, 2017). The employee has the main responsibility for maintaining and developing their resources; however, the businesses have an extremely important role in supporting their occupational well-being (Saaranen et al., 2007; Schaufeli, 2017). Based on the earlier literature, in the current research, occupational well-being covers four aspects: working community, worker and work, working conditions, and professional competence (Saaranen et al., 2012).

Working community refers to the psychosocial factors, such as social support or good work management and organization (Saaranen et al. 2012). Supportive organizational practices help to shape employee attitudes such as job satisfaction, organizational commitment, or turnover intention (Tuzun, Çetin, & Basım, 2017). In turn, the attitudes may determine behavior, in terms of doing more than is required in a formal job description (organizational citizenship behavior). Finally, when employees perceive their organization and supervisor as supportive, they feel obligated to deliver better performance and achieve specified targets. Conversely, when employees perceive their organization as unsupportive, they may develop negative attitudes and demonstrate negative behavior toward the organization (Tuzun et al., 2017). The perfect illustrations of support imply having good fellow workers, a good working atmosphere and active co-operation between the co-workers, information dissemination between employees through common meetings, and possibilities for development in terms of mentoring programs (Saaranen et al. 2006a).

The aspect of work and worker covers the employee's mental and physical health as well as the factors related to the resources and the workload that influence the employees' occupational well-being. A large proportion of the working population is confronted with high levels of workload; for example, in Europe, 36% of workers report working to tight deadlines, while 33% report working at high speed (Eurofound, 2015). Such high levels of workload are a key driver of employee ill-health and absenteeism (de Reuver, Van de Voorde, & Kilroy, 2019).

The third aspect, professional competence, refers to the availability of adequate professional skills and the ability to maintain and improve these skills (Saaranen et al., 2006a). Finally, the fourth aspect, namely working conditions, encompasses the physical

working environment and conditions such as sound insulation and appropriate size of the working space, as well as issues related to occupational safety, such as ergonomically good working postures and equipment (Saaranen et al., 2006b).

Summing up, occupational well-being is about maintaining the ability to work while dealing with four aspects, namely working conditions, working community, worker and work, and professional competence.

The link between the Millennials' perception of CSR and occupational well-being

Referring to the impact of employee perception of CSR on their well-being, the studies generally focus either on separate dimensions of well-being or on well-being in general. Thus, previous literature provides evidence that employee perception of CSR drives individual dimensions of well-being, such as organizational commitment (Bramer et al., 2007, Hofman & Newman, 2014), organizational citizenship behaviors (Cheema, Afsar, & Javed, 2020), helping behavior (Supanti, & Butcher, 2019) or job satisfaction (Valentine & Fleischman, 2008). Drawing upon the idea that employee well-being encompasses both physical and mental aspects, Su and Swanson (2019) found that CSR positively affects hotel employee well-being. The same evidence demonstrating that the perceived CSR practices have significant direct effects on employee well-being was provided in a study by Wang et al. (2019).

Turning to the Millennials, they play an important role in CSR as they are very likely to significantly influence the society toward a more stakeholder-centered approach (Reavis, Tucci, & Pierre, 2017). From the perspective of the current paper, the Millennials must be demanding changes in the workplace that focus more on their needs instead of their employer's needs (Reavis et al., 2017). As they are activists, they seek to influence economic, environmental, legal, philanthropic, and ethical aspects (Howe & Strauss, 2000). In such a case, the Millennials' perception of CSR may likely serve as a driver for their well-being.

Referring to theoretical insights and previous empirical findings, the paper hypothesizes as follows:

> *H1. The Millennials 'perception of CSR will have a positive effect on their occupational well-being.*
> *H1a. The Millennials' perception of economic CSR will have a positive effect on their occupational well-being.*
> *H1b. The Millennials' perception of legal CSR will have a positive effect on their occupational well-being.*
> *H1c. The Millennials' perception of ethical CSR has a positive effect on their occupational well-being.*
> *H1d. The Millennials' perception of philanthropic CSR has a positive effect on their occupational well-being.*
> *H1e. The Millennials' perception of environmental CSR will have a positive effect on their occupational well-being.*

Methodology

Sample and data collection. Keeping in mind the objective of the research, data were collected by using a convenience sampling type from working-age employees in Lithuania. Convenience sampling is a type of non-probability sampling where members of the target population that meet certain practical criteria, such as easy accessibility, availability at a given time, geographical proximity, or the willingness to participate are included for the study (Etikan et al., 2016).

The questionnaires were distributed via LinkedIn, Facebook, and other social networks. Due to the way of disseminating the questionnaire, it is impossible to estimate the number of persons the questionnaires were sent to and the response rate. While distributing the questionnaires, the information about the purpose of the survey and a link to a survey were sent. Data collection took about 2 weeks. At the end of the research, 230 questionnaires from the Millennials were collected. The profile of respondents is presented in Table 1.

Table 1. Respondents' profile

Characteristics	Frequency (n)	Percentage (%)
Gender		
Female	154	67.0
Male	76	33.0
Education		
University degree	162	70.4
College degree	44	19.2
Vocational education	10	4,4
Secondary school	14	6.0
Total working experience		
Up to 5 years	61	26.5
5-10 years	85	37.0
11-20 years	78	33.9
More than 20 years	6	2.6

Measures. The paper integrates well-established scales. The paper treats the concept of the Millennials' perception of CSR as a second-order construct composed of economic, legal, ethical, philanthropic, and environmental dimensions. The scale of Lee et al. (2012) was used to measure the economic, legal, ethical, and philanthropic dimensions. To measure the environmental dimension, the scale of Lee et al. (2013) was used. The Millennials' occupational well-being was assessed using the scale of Saaranen et al. (2007). The respondents were requested to indicate their agreement with each statement on a 5-point Likert scale, where 1 means strongly disagree, 5 – strongly agree.

All measures were subjected to reliability analysis. Reliability was assessed using Cronbach's alpha coefficient. Cronbach's alpha of economic CSR was 0.832, of legal CSR – 0.857, of ethical CSR – 0.882, of philanthropic CSR – 0.898, and environmental CSR – 0.851. The general construct of the Millennials' perception of CSR had a Cronbach's alpha of 0.950. Accordingly, the Millennials' occupational well-being had a Cronbach's alpha of 0.905. As all of Cronbach's alpha coefficients exceeded 0.7, all measures were considered acceptable for the analysis (Nunnally, 1978).

Results

As already identified, this paper aimed to reveal the linkage between the Millennials' perception of CSR and their occupation well-being. To achieve this, the paper examines the way the Millennials perceive the CSR activities and their occupational well-being and whether the Millennials' perception of CSR has an effect on their occupational well-being.

The means, standard deviations for the scales, and correlation matrix are provided in Table 2.

As expected, the Millennials' perception of CSR and all its dimensions was related to occupational well-being. To test the study hypotheses, multiple regression analyses were conducted (Table 3). The results are discussed below.

Overall, H1 and H1a-H1e propose a positive effect of the Millennials' perception of CSR on their occupational well-being. Columns 2-7 of Table 3 show the results of the regression analysis. The results indicated that the Millennials' perception of economic CSR (0.588., $p<0.001$); legal CSR (0.657, $p<0.001$), ethical CSR (0.682, $p<0.001$); philanthropic CSR (0.531, $p<0.001$) and environmental CSR (0.376, $p<0.01$) were predictors of the Millennials' well-being. In general, the Millennials' perception of CSR had a positive impact on their occupational well-being (0.702, $p<0.001$). Thus, these results provide support for H1, H1a, H1b, H1c, H1d, and H1e.

Table 2. Means, standard deviations, and correlations

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	1.6696	.47140										
2. Education	1.68	1.398	-.054									
3. Total working period	2.13	.834	-.316**	-.112								
4. Economic CSR	3.9373	.68340	.026	-.121	.011							
5. Legal CSR	4.1708	.67259	-.183**	-.030	.085	.643**						
6. Ethical CSR	3.9106	.75190	-.038	.002	-.015	.697**	.740**					
7. Philanthropic CSR	3.9234	.74152	.054	-.003	-.001	.624**	.588**	.662**				
8. Environmental CSR	3.1884	1.05467	-.070	-.151*	.044	.447**	.444**	.463**	.475**			
9. CSR	3.9088	.61580	-.043	-.061	.026	.842**	.841**	.887**	.846**	.642**		
10. Occupational well-being	3.9066	.56457	-.052	-.118	.086	.588**	.657**	.682**	.531**	.376**	.702**	

$**p<0.01. *p<0.05$

Table 3. Results of the multiple regression analysis

1	2	3	4	5	6	7
	Dependent variables					
Independent variables	OcW H1a	OcW H1b	OcW H1c	OcW H1d	OcW H1e	OcW H1
Economic CSR	.588***					
Legal CSR		.657***				
Ethical CSR			.682***			
Philanthropic CSR				.531***		
Environmental CSR					.376***	
CSR						.702***
R^2	.346	.431	.465	.282	.141	.493
Total F	120.631***	173.019***	197.884***	89.689***	37.432***	221.595***
Adjusted R^2	.343	.429	.462	.279	.137	.491

OcW – Occupational well-being

$*** p<0.001, **p<0.01, *p<0.05$

Discussion and conclusions

The paper aimed at presenting the linkage between the Millennials' perceptions of CSR, including its five dimensions, namely economic, legal, ethical, philanthropic, and environmental, and the Millennials' occupational well-being. The provided hypotheses fitted in with the emerging literature on the Millennials' attitude towards CSR. Generally, the results supported all the hypotheses raised, strengthening the basic premise that the Millennials take CSR seriously and that perception of CSR is one of the antecedents of their occupational well-being.

The way the Millennials perceive CSR and the CSR dimensions that, according to the Millennials, are expressed most by organizations, are among the important questions of the discussion. The relevance of these questions is related to startling statistics announced by the Deloitte Millennial Survey (2018): 75 percent of the Millennials surveyed believe that businesses focus on their agenda rather than society at large, and 62 percent of them think that businesses have no ambition beyond wanting to make money. Thus, the opinion of the Millennials about business engagement in CSR and its dimensions is extremely negative. Turning to the research presented in the paper, the findings demonstrated that the Millennials perceive legal CSR as most expressed by a business (mean – 4.1708), implying that products and services meet the legal standards and managers comply with the law. Accordingly, Millennials think that from all dimensions, business is least engaged in environmental CSR (mean- 3.1884). This implies that the Millennials still think that there is a space for businesses to improve their products towards more environmentally friendly, as well as to put more effort into preserving the environment. Given the Millennials' care and love for nature (Pinzaru et al., 2016), organizations should deal effectively with environmental issues and devise strategies to manage the environment effectively (Cheema, Afsar, & Javed, 2020). Generally, the research findings revealed that the Millennials rate organizational commitment to CSR as quite high (mean – 3.90). This in turn might be beneficial for organizations addressing the labor shortage issue, as the Millennial generation is more likely to make employment choices based on the CSR practice of an organization (Zaman & Nadeem, 2019), they have a strong desire to contribute to creating a sustainable environment (Madhoud et al., 2020). Jahn and Knopf (2019) found that the Millennials did not want to be associated with "bad" companies; moreover, they considered that CSR was important to strengthen their "own" brand and reputation. Millennials are, in fact, more prosocial than other generations (Choi, Lee, & Hur, 2020). They are more informed, mobile, and sensitive to wider global social issues and less loyal to organizations that are less engaged in CSR (Ahmad, 2019). Hereby, higher Millennials' perception of CSR should be a target for organizations willing to benefit.

Another important discussion question is whether the Millennials' perception of CSR leads to better occupational well-being. The core message in the previous literature provides support and encourages organizations to act in a socially responsible manner as their operations and functioning directly affect the natural environment, society, and employees (Cheema et al., 2020). Comparing to other generations, Millennials are more informed and sensitive to wider global social issues and less loyal to firms, which are less engaged and lacking in CSR policies (Ahmad, 2019). As it was mentioned before, Millennials are those who appreciate good working conditions, work-life balance, development opportunities, and other aspects of occupational well-being. Turning to this research, H1, which proposes the impact of the Millennials' perception of CSR on

their occupational well-being, was supported (0.702, p<0.001). Thus, when the Millennials perceive CSR more positively, their occupational well-being increases. It implies that a higher degree of CSR perception increases the Millennials' working ability. When they perceive that organizations are trying to make the world a better place (Klimkiewicz & Oltra, 2017), they evaluate working conditions, health, working community, and development opportunities more positively. This finding is in line with several studies published recently. For instance, Su and Swanson (2019) revealed that CSR positively affects the well-being of the hotel employees, while Wang et al. (2019) supported the proposition that the perceived CSR practices have significant direct effects on employee well-being.

Turning to the dimensional nature of CSR, the H1a-H1e were supported, revealing that economic, legal, ethical, philanthropic, and environmental dimensions have a positive impact on the Millennials' occupational well-being. In other words, organizations that are perceived as economically responsible, meeting legal standards, behaving ethically, being philanthropic, or environmentally friendly are likely to increase the Millennials' occupational well-being.

The paper has certain limitations that suggest directions for future research. It might be impossible to generalize the outcomes of the research to other geographic contexts. A study including the Millennials from different countries might yield the results that could be transferable outwards. Another limitation refers to the fact that only Millennials were included in the research. For better understanding if and how the perception of CSR predicts the occupational well-being, a comparable study including all generations of employees would be useful.

The main practical implication of the paper is about the engagement of organizations in CSR activities. No doubt, Millennials prefer socially responsible organizations as promising employers (Waples & Brachle, 2020). Businesses should take the responsibility for making the world a better place to live and move towards more socially responsible initiatives. In turn, such initiatives may not only increase the occupational well-being of current employees (Millennials) but also attract new talents, increase employee morale and retention (Mahmoud et al., 2020) and finally enhance the corporate performance, as was found by Lee et al. (2013). This conclusion has recently found empirical support by Waples and Brachle (2020), as their study showed that participants receiving information about the organization's CSR activity found the organization to be more attractive.

In conclusion, this paper challenges the researchers and managers to move towards more sophisticated assessments as to how and why the Millennials' perception of CSR and their occupational well-being are related, seeing that proper understanding of relationships enables the organizations to move towards corporate sustainability.

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