Perceived justice climate and CSR on employee trust: Comparison of Millennials and generation "Z" in the US retail industry

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While corporate social responsibility (CSR) and organization's justice climate have been in the center of attention in the business ethics literature, there is a lack of study to show how CSR activities and justice climate perceptions impacts on employee trust among generation Z and Millennials. In this quantitative study we surveyed 300 Millennials and generation "Z" employees from US retail industry to answer the following research questions: 1- Does employee perception on CSR affect the generation Z and Millennials trust in the US retail industry? 2- Does interpersonal justice climate mediates the relationship between employee perception on CSR and employee trust among generation Z and Millennials? In this study we also aim to compare generation Z and Millennials and find out if there is any differences between these two generations. In addition to quantitative analysis, we also reviewed the literature and connected CSR and justice as they share fundamental ethical assumptions (Rupp et al, 2006). Then we highlighted the importance of employee trust which is the company's most valuable assets

(Garcia´-Marza´, 2005) and explained why ethical activities are essential to achieve

trustworthiness in organizations (Brien, 1998), and built our model based on Social Exchange

Theory. In the final part of literature review, we analyzed the cross-generational perceptions of

CSR and focused on the key characteristics of Millennials and generation "Z". Our findings will

highlight the importance of CSR practices to improve new generations' trust in organization.

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