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Social Responsibility, Ethics, and Workplace Well-being: A Literature Review on Generational Impacts and Challenges

Responsabilidad social empresarial, ética y bienestar laboral: una revisión sistemática sobre impactos y desafíos generacionales

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Abstract

Workplace well-being is a key factor in worker productivity, motivation, and satisfaction, and is closely linked to organizational ethics and corporate social responsibility (CSR). These dimensions not only strengthen internal cohesion, but also project a positive image to society and stakeholders. This systematic review study analyzed the influence of ethics and CSR on intergenerational workplace well-being, considering research published in high-impact databases such as Web of Science, Scopus, and SciELO, based on criteria of timeliness, relevance, and methodological rigor. The findings show that organizational ethics and CSR have a positive effect on employee well-being; however, a significant gap in attention to generational differences was identified in 93% of the studies reviewed. This scenario constitutes a relevant opportunity for future research and for the design of more inclusive, sustainable, and generational diversity-adapted organizational policies.

Keywords: corporate social responsibility, workplace well-being, generational gaps.

Resumen

El bienestar laboral constituye un elemento clave para la productividad, la motivación y la satisfacción de los trabajadores, y se encuentra estrechamente vinculado con la ética organizacional y la responsabilidad social empresarial (RSE). Estas dimensiones no solo fortalecen la cohesión interna, sino que también proyectan una

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imagen positiva hacia la sociedad y los grupos de interés. En este estudio de revisión sistemática se analizó la influencia de la ética y la RSE en el bienestar laboral intergeneracional, considerando investigaciones publicadas en bases de datos de alto impacto como Web of Science, Scopus y SciELO, bajo criterios de actualidad, pertinencia y rigor metodológico. Los hallazgos evidencian que la ética organizacional y la RSE ejercen un efecto positivo en el bienestar de los colaboradores; sin embargo, se identificó una brecha significativa en la atención a las diferencias generacionales en el 93 % de los estudios revisados. Este escenario constituye una oportunidad relevante para futuras investigaciones y para el diseño de políticas organizacionales más inclusivas, sostenibles y adaptadas a la diversidad generacional.

Palabras clave: responsabilidad social empresarial, bienestar laboral, brechas generacionales.

Introduction

Intergenerational workplace well-being has emerged as a central axis for the sustainability and competitiveness of contemporary organizations, particularly in a context where generational diversity is increasingly pronounced (Bocean et al., 2022; Macassa et al., 2020; Lara & Sánchez, 2021; Rodríguez et al., 2021; Constantino & Sánchez, 2023). Organizational ethics and corporate social responsibility (CSR) emerge as key dimensions influencing perceptions of justice, sense of purpose, and overall employee satisfaction—factors that directly affect productivity, talent retention, and organizational health (Ayala et al., 2022; Rangel et al., 2021; Restrepo & Restrepo, 2023; Kandpal et al., 2024).

Recent literature emphasizes that integrating ethical principles and CSR practices not only enhances mental health and organizational commitment but also fosters cohesion and well-being in teams with diverse age characteristics (Montoya et al., 2022; Sanz, 2022; López & De la Cruz, 2022; Rodríguez-Farías, 2024; Hernández, 2023). In this regard, Bocean et al. (2022) demonstrated that both ethics and CSR significantly improve employee well-being, while Macassa et al. (2020) highlighted the importance of CSR not only for its impact on job satisfaction but also on the psychological and physical health of workers. Complementarily, Lara and Sánchez (2021) showed that CSR strengthens identification with the company and organizational profitability. These studies, along with more recent ones (Mercader et al., 2025; Huamaní et al., 2025; Villalobos & De la Rosa, 2025; Capito-Álvarez, 2025; Cuartas et al., 2025; Salazar et al., 2024; Gordillo et al., 2024; Salgado et al., 2024; Mora et al., 2024; Martínez et al., 2024; Pérez et al., 2024; Belmont & Hessling, 2024; Barragán et al., 2024; Onyekwelu et al., 2024), have established the theoretical foundations supporting the relationship between ethics, CSR, and workplace well-being.

However, the complexity of today's work environments necessitates a deeper examination of how these variables interact and are perceived across different generations (Núñez et al., 2023; Gonzaga & Serrano, 2023; Rodríguez-Martínez et al., 2024). Despite advances, significant gaps remain. First, as noted by Alonso and Blanco (2023) and Gonzaga and Serrano (2023), most studies analyze generations in isolation or without establishing systematic comparisons among them. This limitation, also observed by Wijaya and Senen (2024) and Macassa et al. (2020), hinders understanding of intergenerational dynamics. Second, there is limited evidence regarding how policies on pay equity or corporate volunteering programs differentially impact the well-being of each generation (Sanz, 2022; Hernández, 2023; Pham et al., 2024; Rodríguez-Farías, 2024; López & De la Cruz, 2023). Additionally, as warned by Montoya et al. (2022) and Rangel et al. (2021), the absence of standards in measuring internal CSR and the lack of longitudinal studies limit the assessment of the sustained impact of these practices across different organizations.

Consequently, the lack of studies that comparatively analyze the relationship between ethics and CSR with intergenerational organizational well-being has created a theoretical and practical gap, which could lead to undesirable effects on the well-being of different generations within organizations (Trees & Homer, 2023; Kandpal et al., 2024; Tay & Yang, 2023; Dutta et al., 2025). In light of this lack of evidence, it is justified to investigate how these variables influence intergenerational workplace well-being, with the aim of contributing to the understanding of organizational dynamics and guiding future studies with improvement proposals and subsequent interventions.

Methodology

Through a rigorous systematic review of the state of the art and from a qualitative approach, the impact of organizational ethics and corporate social responsibility (CSR) on intergenerational workplace well-being was examined. The theoretical and empirical evidence found was exhaustively synthesized (Codina, 2018), ensuring the transparency and validity of the research process in its stages of search, evaluation, analysis, and synthesis.

1. Search phase

A search was conducted in academic databases such as Scopus, Web of Science, EBSCO, Redalyc, and SciELO, considering publications from 2021 to 2025. Keywords in Spanish and English were employed using Boolean operators (AND, OR), including terms such as: corporate social responsibility, occupational health, generational variations, employee well-being, organizational ethics, and corporate social responsibility. Original documents and peer-reviewed articles were selected. Additionally, references of the most cited articles were reviewed to enrich the selection.

2. Evaluation phase

After an initial review of titles and abstracts, the full text of the preselected documents was analyzed. Studies addressing the relationship between organizational ethics, CSR, and workplace well-being were prioritized, especially those considering generational differences in the organizational context. Exclusion criteria discarded gray literature, theses, technical reports, and documents not subjected to peer review. Studies that were thematically irrelevant or that did not include a generational focus were also excluded. Only articles with full text available in Spanish or English, with clearly defined methodologies and consistent results, were considered essential for inclusion in the review.

3. Analysis phase

Out of a total of 380 articles, 60 were selected that met all defined criteria. A qualitative analysis matrix was developed to organize information regarding: author, year of publication, country of origin, methodological design, type of population, generational focus, dimensions addressed in relation to organizational ethics, CSR, and workplace well-being, as well as the most relevant findings and conclusions. This matrix allowed for the identification of patterns, agreements, differences, and gaps in the literature, facilitating comparative analysis and critical interpretation of the studies.

4. Synthesis phase

Finally, studies whose results exhibited recurring trends, as well as emerging aspects or gaps in the explored literature, were considered. From this process, a conceptual framework was developed that synthesizes the analyzed scientific production in the field of study, offering a solid theoretical basis for understanding the relationship between organizational ethics, CSR, and intergenerational workplace well-being.

Figure 1
PRISMA diagram

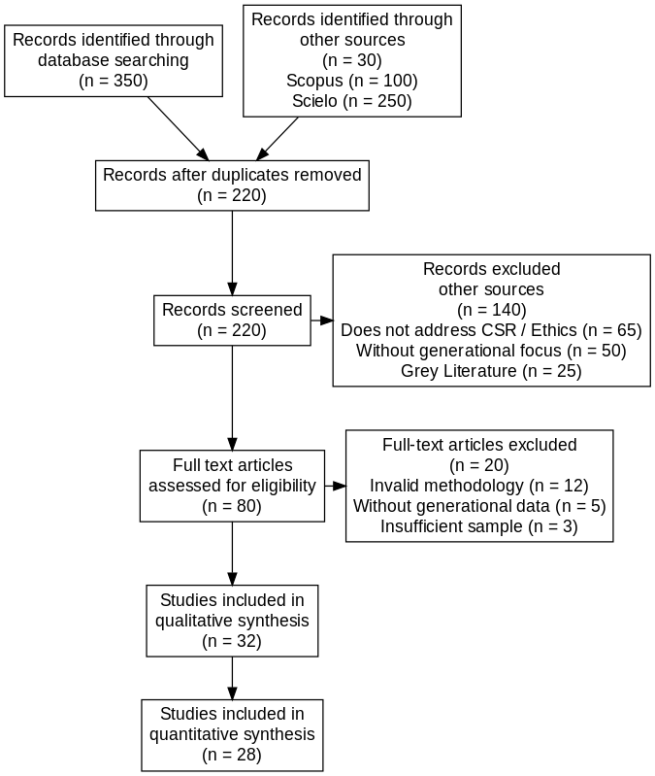


Figure 2
Geographic distribution graph (60)

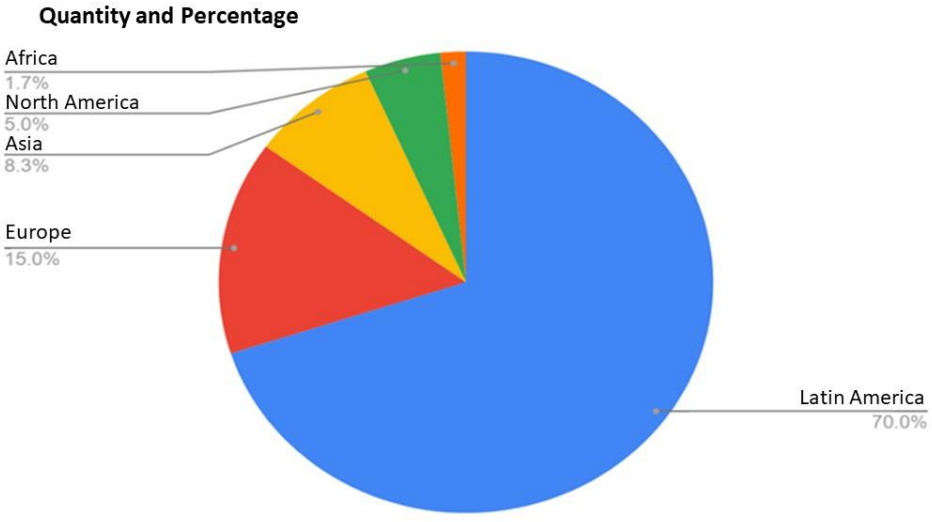


Figure 3 *Methodological characteristics*

Variable	Category	Quantity	Example
Design	Qualitative	32	Interviews (Lopetey et al., 2025)
Design	Quantitative	18	Structural equations (Sharma et al., 2025)
Design	Mixed	10	Triangulation (Adeyemi, 2024)
Sample	30-100 participants	37	SMEs (de Andrade & Farías, 2023)
Sample	101-500	18	Corporations (Chen & Lee, 2023)
Sample	>500	5	Health (Macassa et al., 2020)
Analysis Techniques	Inferential statistics	28	Regression (Wei et al., 2022)
Analysis Techniques	Thematic analysis	25	Grounded theory (Constantino & Sánchez, 2023)
Analysis Techniques	Meta-analysis	7	Synthesis (Ma et al., 2022)

Figure 4 *Reasons for exclusion of full texts (n=20)*

Reason	Quantity	External reference
Invalid methodology	12	Deloitte Insights (2023): Unvalidated metrics
No generational data	5	MIT Sloan (2024): Unsegmented sample
Insufficient sample	3	OECD (2023): n<30 in 18% of global studies

Results and discussion

This systematic review article revealed a strong relationship between organizational ethics, corporate social responsibility (CSR), and workplace well-being. Furthermore, the findings interpreted below highlight the relevance of this review in the age of artificial intelligence, as workplace well-being is not only considered a utopian ideal but also a strategy for business resilience and, above all, a key competitive advantage (López & De la Cruz, 2023; Wijaya & Senen, 2024).

It was also found that companies that ignore internal ethics experience a mass talent exodus, primarily among younger workers, who prioritize mental health over salary. In this sense, CSR serves as a central axis for retaining valuable talent (Chen & Lee, 2023) and reducing the high costs associated with constant employee turnover (Adeyemi et al., 2024).

Similar results were presented by Sharma et al. (2025), who noted that ethical practices in the supply process, such as paying suppliers, maintaining prices, and fair compensation for workers, strengthen loyalty and organizational stability. Thus, a team with a high level of well-being is expected to be more productive, committed, and innovative. Complementarily, Alkhattali (2025) and Ma et al. (2022) affirm that the existence of an ethical culture fosters group cohesion, even in modalities such as telecommuting, which necessitates redefining management practices. Moreover, when these three variables are aligned, they indicate that the company is well-managed, sustainable, and attractive for investment capital, as it is perceived as low risk (Nguyen, 2021).

Correspondingly, Rangel et al. (2021) identified that organizational ethics and CSR are factors that prevent workplace stress, as they promote a climate of trust, feelings of justice, equality, and satisfaction. However, the perception and influence of these practices vary by generation: younger workers show greater sensitivity to institutional ethical consistency, while older generations prioritize stability and associated benefits (Alonso & Blanco, 2023). Another observation is that the relationship between ethics and CSR directly affects workplace well-being, especially when practices focus on human development beyond mere formal compliance (Rodríguez et al., 2021).

The connection between ethical leadership, CSR, and workplace well-being is also evidenced in various studies. For example, Bocean et al. (2022) and Macassa et al. (2020) assert that the presence of ethical leadership in organizations fosters healthy climates and reduces worker stress. Similarly, Constantino and Sánchez (2023) indicate that employees exhibit greater identification with their organization and a higher level of job satisfaction when they positively perceive CSR, as it acts as a "buffer" against stress.

Regarding the generational dimension, Trees and Homer (2023) introduced generational diversity as a factor that modifies the impact of CSR and its perception among different age groups. They emphasized that the millennial generation values concrete actions aligned with corporate ethical values, unlike older generations, which tend to prioritize stability and tangible benefits. In this line, Sanabria-Mora (2024) highlighted the resistance to change in Generation X, while Lopetey et al. (2023) proposed designing personalized CSR strategies that consider age and gender differences. Likewise, Mancillas and Fonseca (2024) demonstrated that these generational differences influence the perception of practices such as corporate volunteering or pay equity policies.

However, despite the general convergence on the benefits of ethics and CSR, divergences in findings were identified. While Ayala et al. (2022) found no significant differences among generations, studies by Montero and Muñoz (2024) reported notable gaps in the perception of workplace well-being based on age, position, and experience. These discrepancies could be related to cultural, sectoral, or methodological variations, reinforcing the need for more sensitive analytical frameworks to contextual diversity. In the same vein, Valencia et al. (2024) insist on addressing ethics and CSR as an integral binomial, as their joint action seems to have a greater impact on well-being than when studied in isolation.

It should be noted that the absence of organizational ethics and adequate CSR can exacerbate an unappealing work environment for young employees, who often perceive precariousness, exploitation, or unhealthiness, resulting in negative effects on their physical and mental health by causing chronic stress. Moreover, the normalization of adverse labor practices limits their professional aspirations and fosters aversion toward the labor ecosystem, which in turn enhances informality and the low quality of work (Wei et al., 2022; Fonseca et al., 2024).

This study, however, presents certain limitations. First, the methodological variability of the analyzed studies, which employ quantitative, qualitative, and mixed approaches, complicates direct comparison of findings and compromises the overall consistency of conclusions (Mertens, 2020). Second, there is limited geographical coverage, especially in Latin America, which restricts the applicability of the results in other contexts (Dutta et al., 2025). Finally, many analyzed studies prioritize external CSR aimed at corporate image, reducing the visibility of its internal impact on employee well-being.

In light of these knowledge gaps, it is recommended to continue longitudinal studies observing changes in the perception of well-being over time and analyzing the impact of CSR on organizational well-being in general (Huamaní et al., 2025; Cuartas et al., 2025). Future research should also broaden geographical coverage, allowing for an analysis of CSR's influence in specific sociocultural contexts (Tay et al., 2023; Dutta et al., 2025). Additionally, it is essential to develop standardized and validated instruments to measure internal CSR, considering the unique characteristics of each organization, including generational and sectoral diversity. Finally, future research should incorporate mixed approaches to achieve a more comprehensive understanding of the studied phenomena (Savic et al., 2023).

This systematic review confirms that organizational ethics and CSR positively and significantly influence workplace well-being, although their effect is not homogeneous across generations, genders, or levels of disability. Solid ethical valuation patterns were identified in younger generations, along with perceptual discrepancies linked to justice and recognition across different demographic groups

Conclusions

The current systematic review allows us to conclude that organizational ethics and corporate social responsibility (CSR) exert a positive influence on workplace well-being, contributing to employee satisfaction, commitment, and emotional stability. It was evidenced that in organizations with strong ethical cultures and socially responsible policies, turnover rates are minimal, loyalty levels increase, and trust climates are strengthened. In contrast, the presence of ethical conflicts in the work environment is associated with a decline in well-being and sense of belonging.

Moreover, the need to interrelate these three study variables is highlighted, given that ethical and CSR practices are not homogeneous. There are divergences between generational perception and empirical practice, making it essential to understand this intersection for organizations to design strategies aimed at sustainability, inclusion, and retention in multigenerational contexts.

Despite the rigor of the review, limitations were identified. First, the lack of standardization in CSR metrics and methodological diversity hindered the comparison of findings and compromised the consistency of conclusions. Second, most studies originate from Latin America, partially restricting the generalizability of the results. Additionally, the predominance of cross-sectional designs prevents the assessment of the sustained impact of ethics and CSR over time. Lastly, there is scant attention to generational contrasts, as only a small number of studies analyze how each group perceives and values these practices, representing a relevant gap.

Therefore, future research should address these phenomena in a comparative and focused manner, employing methodologies that allow for the identification of perception and response patterns in generations such as Baby Boomers, Generation X, Millennials, and Generation Z. It is also suggested to develop and validate instruments to measure internal CSR and workplace well-being, broaden the geographical scope of studies, and incorporate mixed methodological designs that enable a comprehensive understanding of the variables.

In summary, the findings of this systematic review serve as a roadmap for the resilience, sustainability, and success of 21st-century companies. In the current economy, organizations are called to evolve and become pillars of a sustainable economy, capable of retaining talent, generating consumer trust, and contributing to the achievement of SDG 8.

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