SOCIALLY RESPONSIBLE HUMAN RESOURCE PRACTICES AND EMPLOYEES' INTENTION TO QUIT: THE MEDIATING ROLE OF JOB SATISFACTION: SPECIAL REFERENCE TO HOTELS IN PASIKUDAH



LANJANA RAVINDRAN



DEPARTMENT OF MANAGEMENT FACULTY OF COMMERCE AND MANAGEMENT EASTERN UNIVERSITY, SRI LANKA

2018

PROCESSED Main Tibrary, EUSL

ABSTRACT

This study investigates the relationship between socially responsible HR practices and employee's intention to quit, and the mediating effect of job satisfaction on selected hotels in Pasikudah. This study was implemented with of three dimensions of Socially Responsible Human Resource Management (SR-HRM), namely Legal Compliance Human Resource Management (LCHRM), Employee-Oriented Human Resource Management (EOHRM) and General Corporate Social Responsibility Facilitation Human Resource Management (GFHRM). And employees' intention to quit is as the dependent variable. Job satisfaction functioned as a mediator between the two variables. This study eliminates the empirical knowledge gap in the Pasikudah area regarding this topic.

Using a structured questionnaire the data were collected from 200 employees of six selected hotels in Pasikudah. And the collected data were analyzed by using descriptive statistics, correlation, regression and mediating analyses.

The findings reveal that the socially responsible HR practices and job satisfaction are in high level among the respondents of hotels and employees' intention to quit is in low level among the respondents. The analyses stated the negative relationship between the socially responsible HR practices and employees' intention to quit, the strong positive relationship between the socially responsible HR practices and job satisfaction and the strong negative relationship between employees' intention to quit and job satisfaction. Job satisfaction has been found to cast a partial mediating effect on the relationship between socially responsible HR practices and employees' intention to quit. This study favours the prospects of a participative and democratic mode of relationship between employees, organizations, and the society through adoption of socially responsible human resource management.

Keywords: Socially responsible HR practices, Employees' intention to quit, Job satisfaction

П

TABLE OF CONTENTS

Page No.

Acknowledgement	I
Abstract	II
Table of Contents	III
List of Tables	IX
List of Figures	XI
List of Abbrevation	XII
Chapter-1 Introduction	1-8
1.1 Background of The Study	1
1.2 Research Problem	3
1.3 Research Questions	4
1.4 Objectives of the Study	5
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7 Organization of Chapters	7
1.8 Chapter Summary	8
Chapter-2 Literature Review	. 9-20
2.1 Introduction	9
2.2 Socially Responsible HRM and Related Practices	9
2.3 Job Satisfaction	12
2.4 Intention to Quite	13
2.5 Empirical Finding/Studies in Connection with the Research Questions and	
Objectives.	15
2.6 Hypotheses of the Study	16

2.6.1 The Relationship between Socially Responsible HR Practices and Employees'
Intention to Quit
2.6.2 The Relationship between Socially Responsible HR Practices and Job
Satisfaction
2.6.3 Relationship between Job Satisfaction and Employees' Intention to Quite 18
2.6.4 The Relationship between Socially Responsible HR Practices and
Employees' Intention to Quite with the Mediating Effect of Job Satisfaction19
2.7 Formation of Conceptual Model based on Literature Review
2.8 Chapter Summary

Chapter-3 Conceptualization and Operationalization
3.1 Introduction
3.2 Conceptualization
3.2.1 Conceptual Framework
3.3 Socially Responsible Human Resource Management
3.3.1 LC-HRM
3.3.2 EO-HRM
3.3.3 GF-HRM
3.4 Job Satisfaction
3.5 Employees' Intention to Quit
3.6 Operationalization
3.6.1 Summary of Operationalization
3.7 Theory to Underpin Conceptual Model of the Study25
3.7.1 Social Exchange Theory25
3.8 Chapter Summary25

Chapter- 4 Research Methodology	27-37
4.1 Introduction	27

4.2 Research Philosophy
4.3 Research Approach
4.4 Research Strategy
4.5 Time Horizons
4.6 Unit of Analysis
4.7 Method of Data Collection
4.7.1 Primary Data
4.7.2 Secondary Data
4.8 Sampling Methods and Sample Size
4.8.1 Sampling
4.8.2 Sampling Method and Size
4.9 Data Analysis and Evaluation
4.9.1 Univariate Analysis
4.9.2 Bivariate Analysis
4.9.2.1 Correlation Analysis
4.9.2.2 Regression Analysis
4.9.2.3 Mediation Analysis
4.10 Method of Data Presentation
4.11 Reliability and Validity Analysis
4.12 Testing Hypotheses
4.13 Chapter Summary
Chapter-5 Data Presentation and Analysis

Chapter-5 Data Presentation and Analysis	
5.1 Introduction	
5.2 Analysis of Reliability	
5.3 Data Presentation and Analysis of Respondents Profile	
5.3.1 Job Position	

5.3.2 Gender
5.3.3 Age
5.3.4 Education Level
5.3.5 Working Experience
5.3.6 Name of the Hotel
5.4 Data Presentation and Analysis of Research Information
5.4.1 Univariate Analysis41
5.4.1.1 Level of Socially Responsible HR Practices
5.4.1.2 Level of Job Satisfaction
5.4.1.3 Level of Employees' Intention to Quit
5.4.2 Bivariate Analysis
5.4.2.1 Pearson's Correlation Analysis46
5.4.2.1.1 Correlation Between Socially Responsible HR Practices and
Employees' Intention to Quit46
5.4.2.1.2 Correlation Between Socially Responsible HR Practices and Job
Satisfaction
5.4.2.1.3 Correlation Between Job Satisfaction and Employee's Intention to
Quit
5.4.2.1.4 Dimensions of SR-HRM Correlation Between Job Satisfaction
and Employees' Intention to Quit
5.4.2.2.1 The Impact of Overall SR-HRM Dimension on Employees' Intention to Quit
5.4.2.3 Mediation Analysis
5.4.2.3.1 Explore the Mediating Effect of Job Satisfaction in the Relationship
Between SR-HRM and Employees' Intention to Quit
5.5 Testing Hypotheses
5.5.1 Testing Hypothesis 1
5.5.2 Testing Hypothesis 2

	5.5.3 Testing Hypothesis 3	56
	5.5.4 Testing Hypothesis 4	57
5.6	Chapter Summary5	;7

Chapter-6 Discussion of Findings 58-67		
6.1 Introduction		
6.2 Respondents Profile		
6.2.1 Job Position of the Respondents		
6.2.2 Gender of the Respondents		
6.2.3 Age of the Respondents		
6.2.4 Education Level of the Respondents		
6.2.5 Working Experience of the Respondents		
6.2.6 Name of the Hotel of the Respondents		
6.3 Discussion of Research Information		
6.3.1 Discussion -Objective One		
6.3.1.1 Level of SR-HRM Practices		
6.3.1.2 Level of Job Satisfaction		
6.3.1.3 Level of Employees' Intention to Quit60		
6.3.2 Discussion -Objective Two		
6.3.5 Discussion -Objective Three		
6.3.5 Multiple Regression of SR-HRM Dimension on Employees' Intention to		
Quit65		
6.4 Testing Hypotheses65		
6.5 Chapter Summary		

Chapter-7 Conclusion and Recommendation	
7.1 Introduction	