

**THE MEDIATING EFFECT OF CORPORATE SOCIAL
RESPONSIBILITY IN THE RELATIONSHIP BETWEEN
ETHICAL HUMAN RESOURCE MANAGEMENT PRACTICES
AND EMPLOYER BRAND AT COMMERCIAL BANKS IN
AMPARA DISTRICT**

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ABSTRACT

Employer brand (EB) is critical to a company's ability to attract, motivate and retain the best and the brightest, thus gaining competitive advantage in the market place. But, organizations can undertake corporate social responsibility (CSR) activities to achieve employer EB with adding ethical values to the Human Resource Management practices (HRM). Therefore, the main aim of this study was to explore the mediating effect of CSR in the relationship between ethical HRM practices and EB. Ethical HRM practices, CSR and EB are three concepts that are becoming increasingly important to the organizations. Ethical HRM practices have six major dimensions, such as planning and nature of the job, recruitment, reward system, training, performance appraisal, employee relations. CSR was consisted with nine indicators and EB was consisted with seven indicators.

This study address what are the status quo of ethical HRM practices, CSR and EB and does CSR mediate the relationship between ethical HRM practices and EB as research issues. In accordance with literature review and observation there were literature and empirical gaps regarding the relationship and mediating role of CSR effect in the relationship between ethical HRM practices and EB. This study was conducted to fill these gaps in the commercial banks of Ampara district. The data was collected from public and private selected commercial banks employees (250) in Ampara district. Structured questionnaire was used to collect the primary data. The primary data were analysed by using univariate and bivariate analyses. The research provided the statistical techniques to test the hypotheses.

The major findings of the study of mediating effect of CSR in the relationship between ethical HRM practices and EB was revealed that CSR partially mediates the relationship between ethical HRM practices and EB at commercial banks in Ampara district and the level of ethical HRM practices, CSR and EB were in high levels. The findings of this study are useful in further enlarging and enriching applications of these concepts in practice.

(Keywords: Ethical HRM Practices, Corporate Social Responsibility and Employer Brand)

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