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The Role Socially Responsible-HRM Practices in Employee
Engagement: The Mediating Effect of Person-Organization
Fit

Zainab Ali Rawshdeh *

Graduate School of Business - University Kebangsaan
Malaysia

Zafir Khan Mohamed Makhbul

Faculty of Economics and Management- University Kebangsaan
Malaysia

Syed Shah Alam

Graduate School of Business - University Kebangsaan
Malaysia

*Corrospoding author's Email: zeinab10@yahoo.com

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1at 306 Savoy Residencia, Block 3 F11/1, 44000 Islamabad. Pakistan,
info@readersinsight.net

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Research Highlights

With the Growing evidence that Corporate Social Responsibility (CSR) and Employee engagement generate multiple pivotal benefits for both organization and employee, and, the increasing interest about the positive effect of organization social responsibility on employee work engagement. Accordingly, the attempt of the current study is to contribute to the emergent body of the literature by providing further insights about the importance of CSR to employee engagement. It opens the black boxes by exploring the mediation effect of Person-Organization Fit in this relationship. Furthermore, by adopting Socially Responsible HRM practices it examine the relationship using different practices of CSR. In addition, it responds to recent calls for more research on the mechanisms that explain how CSR practices affect individual attitudes, and to explore the impact of mediation toward a better and more complete understanding of the outcomes of CSR.

The three proposed hypothesis by the current study were supported . Results indicated that there is a postivie relationship between socially responsible HRM practices and employee engagement. While person-organization fit also partially mediate this realltionship.

Research Objectives

The main objective of this study was to examine the relationship between socially responsible HRM practices and employee engagement. As well as the mediating role of person–organization fit this relationship.

Methodology

The study used questionnaire survy . Data were gathered from 94 MBA student in a reputable public university in Malaysia. Using non-probability sampling technique .Data gathered were analysed using SPSS version 24.





Results

The study used regression analysis to test the proposed hypotheses. It was found that socially responsible HRM practices (independent variable) was significantly related to employee engagement (dependent variable). In addition, person-organization fit partially mediates the relationship between socially responsible HRM practices and employee engagement according to Baron and Kenny (1986).

Findings

In line with findings from previous literature, the results of the current study indicated that employee's perception of their organization socially responsible practices positively influence their engagement level. It can be seen from employee's consideration for CSR as a new source of meaningfulness (Geldenhuis, Laba, & Venter, 2014). That positively impacts their engagement (Glavas & Piderit, 2009; Tsourvakas & Yfantidou, 2018). Moreover, in line with previous scholars, employee engagement is also affected by P-O fit. As it provides employees with a sense of congruence of purpose with their employer (Memon, Salleh, Baharom, & Harun, 2014; Peng, Lee, & Tseng, 2014).

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