

**Impact of Corporate Social Responsibility through HRM  
Practices to Retain Operational Workers in Large Scale  
Rubber Plantations in Sri Lanka**

**By**

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**Faculty of Graduate Studies  
University of Sri Jayawardenapura  
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Sri Lanka**

Affectionately Dedicated

To

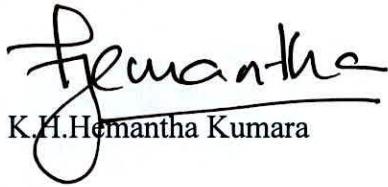
My Loving Parents, Wife and My Daughter

## ABBREVIATION

HR	Human Resource
HRM	Human Resource Management
HRMD	Human Resource Management Department
CSR	Corporate Social Responsibility
ER	Employee Retention

**CERTIFICATION**

“I certify that the above statement made by the candidate is true and that this thesis is suitable for submission of the University for the purpose of evaluation”

  
K.H.Hemantha Kumara

Approved by the examining committee


  
.....

Prof. H. H. D. N. P. Opatha

.....

## CANDIDATE'S DECLARATION

"The work described in this thesis was carried out by me under the supervision of Mr. K.H. Hemantha Kumara and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/Diploma"



K.A.P. Dalpathadu

(GS/MC/2400/2004)

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## ABSTRACT

Any business needs a source of humans to function. At present more and more firms are building their competitive advantage through employees. Therefore, human resource management plays a vital role in organization management. Most of the organizations use human resource management strategies as social responsibilities to retain employees and utilize human beings to attain their objectives effectively and efficiently. Human resources are very significant resources for large scale plantations too, when compared with the other industries in Sri Lanka. Outward migration of labour is very high in the plantation sector of Sri Lanka. Corporate Social Responsibility (CSR) is a tool that the plantation industry uses to overcome this labour problem. Plantation companies apportion a considerable amount of money on their annual budget for the socially responsible activities implemented as human resources management. In the local as well as global contexts, there is no theoretically developed argument about the impact of CSR strategies implemented as human resource management on retaining operational level employees in this sector. This is common in the empirical evidences in Sri Lanka too. Therefore, the theme of the study is: Impact of Corporate Social Responsibility through HRM practices to retain Operational Workers in Large Scale Rubber Plantations in Sri Lanka. Concerning the theme of the study, main objective is to find out the impact of the CSR strategies implemented through human resource management for the retention of the operational level employees in large scale rubber plantation companies in Sri Lanka. The type of the study is correlational and nature of the study is analytical. Methodological choice is the



survey method. The sample of the study is 840 operational level employees in the large scale plantation industry. A structured questionnaire was used to gather the primary data. Descriptive and bivariate analyze were used to analyze the primary data. The findings of the study are: employee retention level is maintained at a high level in plantations. Human resource management activities are also high or moderate in the sector. However, CSR strategies implemented as a role of HRM department and CSR strategies implemented as functions of HRM varied from estate to estate. The conclusion of the study is that the CSR strategies implemented as human resource management activities are unique to each particular estate.

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