

The Influence of Servant Leadership and CSR practices on the Employee's Intention of Stay in the Pharmacy Firms: Mediating Role of Empowerment

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ABSTRACT

This study aim is to analyze the servant leadership and CRS practices on the employee's intention to stay in the pharmacy business in Thailand. The second aim is to examine the mediating role of empowerment among the nexus of servant leadership, CRS practices and employee's intention to stay in the pharmacy business in Thailand. The data were gathered from the leaders and subordinate of the pharmacy situated in the Bangkok. The PLS-SEM was utilize for the analysis and hypotheses testing. The results uncovered that the servant style of leadership and CSR has positive nexus with the intention of the employees to stay in the organization. The findings also indicated that the empowerment is positively mediates the link among the servant style of leadership, CSR practices and intention of

the employees to stay in the organization. These findings suggested to the policies making authorities that they develop the policies to increase the intension of the employees to stay in the organization.

Keywords: Servant Leadership, CSR Practices, Empowerment, Employee's Intention to Stay

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INTRODUCTION

In 1970 servant leadership is introduced and first designed the phrase "the servant leadership". By way of a servant leader, you're a "servant first" before you consider your own you must emphasis on the requirements, wants and desires of others, particularly team associates (Siriattakul & Jermstittiparsert, 2019). Shape a sagacity of municipal within your team, involve them in decision where appropriate, and support them to encounter their effort and individual goalmouths. Resultantly, enhances faith, and strengthens relations with team followers and other shareholders. It may similarly principal to enlarged novelty (Aguilera, Rupp, Williams, & Ganapathi, 2007). Empowerment plays an important role for the development and success of servant leadership therefore; organization is to look at the matter of empowerment. Researches showed that quality of leader member exchange is decisive whether employees stay in the organization or quit the organization. The servant leaders' power is relation based rather than the position based and thus evolved as effective. Servant leadership helps to create a positive work environment, expanding employees' sense of belonging and decrease turnover (Chen & Bliese, 2002). CSR actions were apparent a responsibility to progress the community estimation to the corporation (Jermstittiparsert, Siam, Issa, Ahmed, & Pahi, 2019; Saengchai, Siriattakul, & Jermstittiparsert, 2019). Nowadays CSR has been developing to a perception where its applications have made a balancing component of the corporate lifecycle (Riaz, Arif, Nisar, Ali, & Sajjad, 2018). With the comparison of preceding assumed that situations CSR wilds the valued foundations, now corporations are added enthusiastic to utilize CSR doings by way of a novel and well-organized instrument to brawl with the rough rivalry surroundings in the marketplace. CSR

suggest setting precise administrative arrangements and guidelines that yield into explanation stakeholder's prospects, social, and environmental performance (Aguilera et al., 2007).

When employees are more empowered in the organization then they show their interest in respect to society (Hussain, Mosa, & Omran, 2017). If servant leadership does not exist and employees are less empowered in the organization then employees are not willing to stay in the organization and not interested in CSR practices. Intention to quit ratio become higher because of lack of training, coaching, facilitating, encouraging employees. The focus in every article was on capital harmonies through the roots of the business (Hussain, Mosa, & Omran, 2018). Extended strategy work has generally focused on single-level management positions, usually at the top of the organization (Freeman & Hasnaoui, 2011). With the help of this study and understanding for the relationships between HR structure and business units can be established in a number of ways. At first it provides an insight to several theoretical issues which needs to be more clarified in order to separate the understanding in relation to mediation mechanism that comes under HR system and performance relationship. On the other hand, the importance of motivational and human capital path is tested by it and considering it as mediators that work together in the HR and performance relationship. This study is different from Bagga (2013), because it considers affective commitment as a substitute for the path of motivation which considers directly the attitude of employees which is a reflection of their motivation to perform. Thirdly it conducts test with the help of estimates that results in effecting the size of two median paths to check the contribution made to the factors of motivation and human capital paths by HR practices subsets. Fourth another area

on which this study focuses are on conducting analysis of the relationship that exist between perceptions of HR practices and staying committed to the level of business unit. Lastly its final focus is on the HR and performance relationship generalization as per the context of Latin American. The discussion has been made as follows firstly including the three dimensions contributions which includes enhancement of skills, enhancement in relation to motivation and lastly practices in relation to enhancement of empowerment. Next the simultaneous mediation of both human capital and motivation has been discussed (Hussain, Musa, & Omran, 2019). Lastly a test has been conducted in order to test the HR and performance relationship with the help of business units sample covering a range of industries and different jobs in Chile (Chew & Chan, 2008; Dennis & Bocarnea, 2005). Also, a comparative analysis has been carried out on the two paths of mediation and also considering the effect of HR practices subsets. The last section includes outcomes along with the theoretical

implications. The intellectual of resources indicates that it is the mixture of capital, skills and organizational responsiveness It ultimately leads to a stronger company performance Few empirical studies have explored how administrative action can be taken Resonate during the pits of the business and influence the growth of planned capital. However, the subsequent figure 1, representing the factors associated with the savant leadership behavior (Hussain, Musa, & Omran, 2018). It depicted that the antecedents of servant leadership include “context and culture, leader attribute and follower receptivity” while the outcome of servant leadership includes “follower performance and growth, organizational performance and societal impact”. From these antecedents and outcomes, it can be seeming that the professional outcomes ultimately are in benefits for the worker’s and for the corporations too. Therefore, as per this finding, organizations should encourage their supervisors to behave like servant leader.

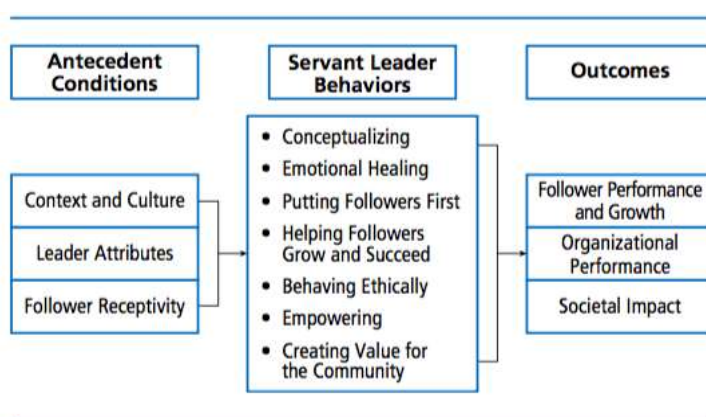


Figure 1: Servant Leadership and Its Outcomes

When employees are not empowered and always bullying them then they not show their interest in organizational matters and not in respect society (Hussain et al., 2012). Servant leader shows affection regarding people, and want to help them which gives him meaning and satisfaction in personal and work life. The purpose of study is servant leaderships’ influence the employee’s intention to stay and

corporate social responsibility (CSR) practices and mediating role of empowerment (Burke & Logsdon, 1996). Additionally, the following table indicating the organizational spending for the proper achievement of their CSR activities goals and these percentage are from the portion of their total earning.

TABLE 1. CRS activities and Organizational Spending

CSR Activities	Organizational Spending
Reducing Carbon footprints	11%
Improving labor policies	14%
Charitable giving	39%
Ecological investment	28%

In order to find out the answers of the above-mentioned research questions we developed the following research objectives.

- To verify the mediation of empowerment between the relation of perception of servant leadership and intention to stay.
- To determine the relationship between perception of servant leadership and corporate social responsibility.

- To examine the effect of perception of servant leadership on intention to stay.

LITERATURE REVIEW

This section explore the operation definition of the constructs that are used in the research and their relationships given below:

Servant Leadership

In leadership philosophy an individual communicates with others with the purpose of achieving authority instead of power either in a management or fellow employee. In the prevalent works organization and administrations (Ehrhart, 2004) suggested the concept of servant leadership. Servant leaders professed a sense of direction and regards for devotee as they prompt followers to develop and succeed. Servant leadership means leaders desire to motivate, **encourage the follower's**, propose confidence and gives added effective involvement by recognized superiority dealings (Walumbwa & Lawler, 2003). Furthermore, it was described that servant leadership includes two foremost paradigms: conscientious performance and attentive for assistants. In a study (Chew & Chan, 2008), it was proposed that operative leaders are those who shows their modesty to supporters and identification of their involvement in the team. The servant leadership acts decent, stimulates, and encourages subordinate to raise and prosper, both individually and professionally.

Furthermore, it was summed up (Spears, 1998) that servant leaders are particularly involved in the personal situations of employees; therefore, such leaders are more effective to attain the loyalty of employees. This ephemeral summary of the trials to Servant leadership is relevant to HRM. Smearing additional HR observations to advance presentation has occasionally led to in work strengthening deprived of so long as labors with the capitals to manage with this. An encouragement of financial enthusiasms as a fundamental foundation for enthusiasm has fortified the sympathetic of behavior in the monetary context that instigated the 2008 monetary disaster. Supple engagement has controlled to provisional working, Zero-Hour agreements and preferment of eventuality replicas that inspire an attention on capacity though abandoning other labors (Raeda Fawzi AbuAIRub & AL-ZARU, 2008; Raeda F Abualrub & Alghamdi, 2012). In its crack, aptitude supervision has on condition that one explanation for the growth of dissimilarity reproduced in the enormous earnings of top directors whereas croft back wage upsurges for the remaining workers. These possibly will be unintentional consequences of modern HRM for servant leadership, but nearby has been inadequate anxiety for the moral penalties of heartening HR performs that indorse presentation though abandoning organizations' errands to their workers. What completely this specifies that abundant HRM investigation and repetition has thoughtful inadequacies representative the prerequisite to bounce superior urgency to empowering workers.

Empowerment

Empowerment has been exposed as a state of mind characterized by a sense of perceived control, expertise and goal internalization (Brønn & Vrioni, 2001). A study of (Thomas & Velthouse, 1990) presented that authorized operates have advanced levels of attentiveness, revolution, and elasticity that, in turn, upsurge the side by side of organizational obligation. Additionally, it was argued that empowerment is the formation of an interior intelligence in persons who may take conclusions individually in the

progression of their exertion (Dennis & Bocarnea, 2005). Administrations have no optimal but appropriate consumption of HR by way of a competitive gain (Dhanesh, 2014). In a study (Raeda F Abualrub & Alghamdi, 2012), it was argued that the impartial of authorization is formation of fruitful leaders at numerous levels of the association. Authorization generates circumstances in workforces through which they govern their effort life and attain adequate development to admit extra errands in the forthcoming (Dannhauser & Boshoff, 2007). Empowerment plays an important role for the development and success of servant leadership therefore; organization is to look at the matter of empowerment. Researches showed that quality of leader member exchange is decisive whether employees stay in the organization or quit the organization. The servant leaders' power is relation based rather than the position based and thus evolved as effective. Servant leadership helps to create a positive work environment, expanding employees' sense of belonging and decrease turnover (Liden, Wayne, Zhao, & Henderson, 2008). When employees are more empowered in the organization then they show their interest in respect to society. If servant leadership does not exist and employees are less empowered in the organization then employees are not willing to stay in the organization and not interested in CSR practices. Intention to quit ratio become higher because of lack of training, coaching, facilitating, encouraging employees. When employees are not empowered and always bullying them then they not show their interest in organizational matters and not in respect society (Hale & Fields, 2007). Servant leader shows affection regarding people, and want to help them which gives him meaning and satisfaction in personal and work life.

Intention to Stay

Aspects that determine intent to stay were described by way of management, group consistency, satisfaction at labor, age, and amount of years of provision (Spears, 1998). Intent to stay is a robust forecaster of business; consequently, aspects distressing committed to stay are probably to strike business as well by way of retaining. Employee preservation is an employer's tenacious repetition with an urging to prompted staffs to continue with the group (Yoon, Gürhan-Canli, & Schwarz, 2006). Absorbent of accomplished workforces is a modest encounter, predominantly throughout the financial retrieval stage, and upsurges worldwide rivalry with its stresses for accomplished workforces (Dennis & Bocarnea, 2005).

Similarly, worker retaining has one of the foremost contests for numerous administrations today (Smith, 2003). Greatest personnel permission their engagement to administrations within the first 5 years of service (Raeda F Abualrub & Alghamdi, 2012). In emerging a method to HRM intended to indorse worker intention to remain with the company, its necessity be recognized that organizations are improbable to indorse welfare on principled estates unaccompanied. Certainly, this supposition has providing one motive for abundant service legislature. It is consequently essential to put up the welfares of together workers and bosses and, accepting a pluralist viewpoint, this can helpfully be

enclosed within the setting of the engagement association. An extensively cited current method to service relatives accepts a shared improvements method. This fleetingly succeeded in the UK underneath the excellent of work company, but an assessment by Jacobs (2006) optional that it was frequently apparent to stretch an equilibrium of benefit to manager relatively than worker consequences. The investigative prototypical projected here shapes on the **investigation around the employee's intention**, HR strategies and performs that have been exposed to turn as backgrounds of worker welfare and an optimistic service association. The emphasis on the service association can assistance not solitary to indorse features of **employee's intention**, nonetheless similarly to discourse anxieties of critics as by serving to safeguard that welfare related HR applies do not develop unfair.

Corporate Social Responsibility (CSR)

CSR has been distinct by way of volunteer doings and procedures that administrations perform for the determination of achieving optimistic social transformation and ecological sustainability (D. Waldman, Siegel, & Javidan, 2004). In a study Vlachos, Panagopoulos, Singh, Singh, and Theotokis (2010) it was indicated that CSR, is the obligation of the business in contradiction of to the civilization, particularly against to its stakeholders. In a study (D. A. Waldman, Siegel, & Javidan, 2006) it was argued that CSR implementations decrease cost such as advertisement, recover auctions and market shares, authorize the brand location, improved corporate standing, waste administration, and ingesting, and furthestmost prominently fascinate investor consideration. Resultantly, Corporate Social Responsibility is gaining strength among companies as evidenced in the number of CSR techniques that global corporations are undertaking (Perrini, 2006). Furthermore, it was argued that CSR is a topic of intense debate in business plan (Frynas, 2009). The issues associated with aligning HRM and CSR doings is still ambiguous in theoretical perspectives. The linkage amid these two notions have become central when organizations try to maximize their profit, when they wish to get more from their employees, when they wish to gain positively modify their **employee's attitude or behavior, even when they wish to gain competitive advantage**. Furthermore, this linkage result in several distinct internal models which explain the roles of every individuals which ultimately leads them to increase their performance at individual, team and organizational levels. Consumers have progressively high permissible, principled, and beneficent prospects of the organizations with which they do occupations (Freeman & Hasnaoui, 2011).

Servant Leadership and Intention to Stay

It is obvious from the study Carroll (1999) that physiognomies of servant leadership assistance in attractive remaining intent of workforces in the "Metropolis of Gaza". The conclusion of the investigation designates that there happens robust optimistic connection amid the "servant leadership and intent to stay". Moreover, different studies enlightened that servant leadership significantly foretold

purpose to stay (Mehrara & Bahalo, 2013; Moussa, 2013). The servant leadership was identified by way of a healthier forecaster of the unpaid club associates' and intentions to stay. Rendering to our findings, servant leaders possibly will find it applied to deliver sanctioning involvements to inspire helpers to efficiently achieve provision club doings (B. Van Winkle, Allen, De Vore, & Winston, 2014). Optimistic connections were likewise found amid the overall servant leadership activities of an instantaneous administrator and each subscale of the **supporter's professed authorization** (B. J. Van Winkle, 2013).

A great number of investigators have formerly completed operative work on **kindred's** amid Servant leadership and Intention to stay. When employees are more empowered in the organization then they show their interest in respect to society. If servant leadership does not exist and employees are less empowered in the organization then employees are not willing to stay in the organization and not interested in CSR practices. Intention to quit ratio become higher because of lack of training, coaching, facilitating, encouraging employees. When employees are not empowered and always bullying them then they not show their interest in organizational matters and not in respect society. Servant leader shows affection regarding people, and want to help them which gives him meaning and satisfaction in personal and work life. We originate that in Pakistan, literature is fewer accessible particularly, in private segment.

Servant Leadership and Corporate Social Responsibility

In a study Parolini, Patterson, and Winston (2009) it was originated that one constituent of transformational management, intellectual inducements narrates absolutely to CSR. Moreover, **reflecting the crucial essential** to bridge management theories and CSR literature, baptized predominantly for investigation that consider a broader array of leadership components and practices such by way of the "transformational and transactional leadership" styles, by way of drivers of CSR repetition. Additionally, in a study (Vecchio, 2007) tinted the differential parts that transformational and transactional management styles frolicked for a firm's recognized CSR performs and has significant insinuations for philosophy and repetition. Works has exposed a depending image of the administrative consequences of CSR, counting "corporate reputation, **competitive position, and the fit**" amid CSR and core capabilities (Raeda F Abualrub & Alghamdi, 2012; Thomas & Velthouse, 1990). Transactional leaders are added actual they set goalmouths, eloquent explicit arrangements concerning opportunities and plunders, and deliver positive response to retain everyone on job (Sandhya & Kumar, 2011).

Mediating Role of Empowerment

The study demonstrations that servant leadership performances have robust connections with authorization. The answers support the **investigators' declarations** that supporters' insights of being authorized will upsurge by way

of managers' servant leadership performances upsurge. In addition, the association amongst "servant leadership and employee empowerment" was considered and investigation suppositions were projected on this foundation. There is substantial connection amid "servant leadership and employee empowerment" (Kotler & Lee, 2008). The consequences of the connection examination of "Spearman-Brown" demonstration that there is optimistic and momentous connection amid apparatuses of servant management with authorization paradigms. It similarly designated that the connection constant rapport is robust (McCarthy, Tyrrell, & Lehane, 2007). Club associates' insights of authorization mediated the connection amid "servant leadership and intentions to stay" in the unpaid assistant service administrations (Mastracci, 2009). Correspondingly, the consequences presented a substantial optimistic connection amid "employees' empowerment and their intention to stay" (Lowe, Kroeck, & Sivasubramaniam, 1996). Administrations organized to sustenance and inspire the enablement of their workforces will flourish as market leaders (Chew & Chan, 2008). Consequently, there is a momentous connection amid "servant leadership and employee empowerment" (Raeda F Abualrub & Alghamdi, 2012). Additionally, in an investigation the outcomes presented that there is substantial connection amid servant leadership and empowerment mechanisms in fruitful and ineffective nationwide team instructors. We differentiated our research by considering distinctive variable empowerment as a mediator which was ignored by previous researchers.

- H1: There is a substantial connection amid servant leadership and intention to stay.
- H2: CSR practices positively & pointedly impacts on the intention to stay.
- H3: Empowerment significantly mediates the relationship between servant leadership and intention to stay.
- H4: Empowerment expressively mediates in the connection of CSR practices and intention to stay.

Research Methods

This study goal is to evaluate the servant leadership and CRS practices on the employee's intention to stay in the pharmacy business in Thailand. The second intention is to inspect the mediating role of empowerment among the nexus of servant leadership, CRS practices and employee's intention to stay in the pharmacy business in Thailand. The data were gathered from the leaders and subordinate of the pharmacy situated in the Bangkok. The PLS-SEM was utilize for the analysis and hypotheses testing. Approximately 740 questionnaires were sent to the leaders as well as subordinates and after one month only 480 questionnaires are returned for analysis that represent around 64.86 response rate.

Measures

The main variable like employee's intention to stay (EIS) in the organization has ten items while the independent variables like servant leadership (SL) has eight and CRS practices (CSRP) has fourteen items and mediating variable like empowerment (EM) has six items.

RESEARCH FRAMEWORK

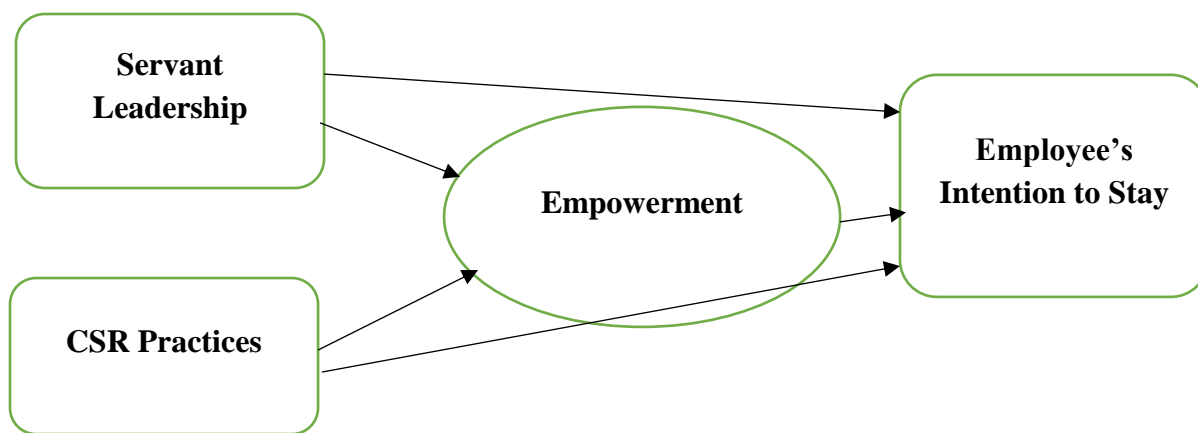


Figure 2: Theoretical Framework

Findings

The analysis show the convergent and discriminant validity and path analysis for the study. The results of convergent

validity show that the items are correlated because AVE and loadings are higher than 0.50 while Alpha and CR are higher than 0.70. The convergent validity is mentioned under Table 2.

TABLE 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Employee's Intention to Stay	EIS1	0.883	0.917	0.933	0.637
	EIS10	0.718			
	EIS2	0.865			
	EIS3	0.731			

	EIS4	0.649			
	EIS6	0.811			
	EIS7	0.780			
	EIS9	0.910			
Servant Leadership	SL1	0.707	0.849	0.884	0.524
	SL2	0.826			
	SL3	0.636			
	SL4	0.636			
	SL6	0.670			
	SL7	0.781			
	SL8	0.786			
CSR Practices	CSRP1	0.792	0.928	0.938	0.583
	CSRP10	0.768			
	CSRP12	0.760			
	CSRP14	0.789			
	CSRP2	0.861			
	CSRP3	0.556			
	CSRP4	0.782			
	CSRP5	0.697			
Empowerment	EM1	0.790	0.857	0.894	0.585
	EM2	0.710			
	EM3	0.820			
	EM4	0.841			
	EM5	0.699			
	EM6	0.716			

The results of discriminant validity according to Fornell Larcker show that the constructs are not much correlated because first value of the variable more than the other

values. The discriminant validity according to Fornell Larcker is mentioned under Table 3.

TABLE 3. Fornell Larcker

	EIS	SL	CSRP	EM
EIS	0.798			
SL	0.568	0.724		
CSRP	0.398	0.534	0.764	
EM	0.684	0.710	0.494	0.765

The results of discriminant validity according to cross-loadings show that the constructs are not much correlated because the values of variable more than the values of other

variables. The discriminant validity according to cross-loadings is mentioned under Table 4.

TABLE 4. Cross-loadings

	EIS	SL	CSRP	EM
EIS1	0.883	0.438	0.286	0.515
EIS10	0.718	0.394	0.378	0.434
EIS2	0.865	0.391	0.284	0.507
EIS3	0.731	0.509	0.287	0.616
EIS4	0.649	0.428	0.316	0.533
EIS6	0.811	0.334	0.224	0.409
EIS7	0.780	0.559	0.380	0.677
EIS9	0.910	0.470	0.339	0.544
SL1	0.452	0.707	0.292	0.391
SL2	0.326	0.826	0.386	0.478

SL3	0.367	0.636	0.295	0.329
SL4	0.366	0.636	0.405	0.429
SL6	0.466	0.670	0.439	0.607
SL7	0.452	0.781	0.467	0.671
SL8	0.423	0.786	0.358	0.556
CSRP1	0.190	0.351	0.792	0.232
CSRP10	0.180	0.301	0.768	0.238
CSRP12	0.250	0.351	0.760	0.302
CSRP14	0.354	0.406	0.789	0.382
CSRP2	0.428	0.502	0.861	0.479
CSRP3	0.245	0.246	0.556	0.289
CSRP4	0.365	0.477	0.782	0.468
CSRP5	0.389	0.438	0.697	0.466
CSRP6	0.298	0.438	0.726	0.458
CSRP7	0.263	0.423	0.826	0.352
CSRP8	0.233	0.408	0.798	0.300
EM1	0.647	0.495	0.355	0.790
EM2	0.416	0.632	0.436	0.710
EM3	0.622	0.507	0.391	0.820
EM4	0.649	0.531	0.358	0.841
EM5	0.343	0.514	0.351	0.699
EM6	0.415	0.585	0.376	0.716

The results of discriminant validity according to HTMT ratio show that the constructs are not much correlated because the values of variables are lower than 0.90. The

discriminant validity according to HTMT ratio is mentioned under Table 5.

TABLE 5. HTMT Ratio

	EIS	SL	CSRP	EM
EIS				
SL	0.623			
CSRP	0.408	0.569		
EM	0.742	0.803	0.532	

The path analysis show the positive sign exist with the beta values that means positive link with the servant leadership and CRS practices on the employee's intention to stay in the pharmacy business. Moreover, t-statistics and probability values are meet the standards that show significant link among the servant leadership and CRS practices on the

employee's intention to stay in the pharmacy business. In addition beta, t and p values of the path analysis show the empowerment has positive mediation on the relationship of servant leadership, CRS practices and employee's intention to stay in the pharmacy business. Path analysis regarding testing the hypotheses is mentioned under Table 6.

TABLE 6. Path Analysis

	Beta	S.D.	t-values	p-value	L.L.	U.L.
SL-> EIS	0.129	0.056	2.315	0.011	0.036	0.222
SL ->EM	0.579	0.048	12.027	0.000	0.501	0.656
CSRP -> EIS	0.232	0.050	4.607	0.000	0.148	0.315
CSRP-> EM	0.264	0.054	4.919	0.000	0.172	0.352
EM -> EIS	0.507	0.063	8.096	0.000	0.403	0.599
SL ->EM -> EIS	0.294	0.044	6.678	0.000	0.224	0.370
CSRP -> EM-> EIS	0.134	0.034	3.995	0.000	0.078	0.189

DISCUSSION AND CONCLUSIONS

This study aim is to analyze the servant leadership and CRS practices on the employee's intention to stay in the pharmacy business in Thailand. The second aim is to

examine the mediating role of empowerment among the nexus of servant leadership, CRS practices and employee's intention to stay in the pharmacy business in Thailand. The results uncovered that the servant style of leadership and

CSR has positive nexus with the intention of the employees to stay in the organization. If the effective servant leadership style and CSR practices are implemented in the organization the intension of the employees to stay in the organization will increase due to their satisfaction and reliance on the leadership. The findings also indicated that the empowerment is positively mediates the link among the servant style of leadership, CSR practices and intention of the employees to stay in the organization. The pharmacy businesses in Thailand has employee empowerment in the organization that enhance their satisfaction which improve the effects of servant leadership and CSR practices on intentions of the employees to stay in the organization. These findings suggested to the policies making authorities that they develop the policies to increase the intension of the employees to stay in the organization.

The conclusion drawn is that if the effective servant leadership style and CSR practices are implemented in the organization the intension of the employees to stay in the organization will increase due to their satisfaction and reliance on the leadership. Conclusion include that the pharmacy businesses in Thailand has employee empowerment in the organization that enhance their satisfaction which improve the effects of servant leadership and CSR practices on intentions of the employees to stay in the organization. The limitation of the study include that this study takes only two factors to predicts the employees intention to stay and further study should include more factors in their analysis.

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