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The Role of Corporate Social Responsibility between HR Compliances and Employee Pro-organizational Behavior

Md. Atikur Rahaman¹, Hasina Imam², Prianka Tewary³, Aysha Ashraf⁴, Md Shabab Ashfaque Sani⁵, Mohammed Julfikar Ali⁶, Veronika Fenyves⁷, Judit Oláh⁸

Abstract

This study indicates that the association between human resource (HR) compliances and employee pro-organizational behavior (EPB) has been comparatively less researched in academia. This empirical paper lines up with the correlation between HR compliance and EPB, considering the mediating effect of corporate social responsibility (CSR). The independent factor, HR compliance, was further divided into four components: “work environment”, “health and safety”, “flexibility of work,” ‘compensation’. For organizations wishing to increase their workforce’s pro-organizational behavior, the study offers useful insights. Partial least square structural equation modeling is employed in this research to assess the perceptions of front-line banking industry workers in Bangladesh. The findings underscore that effective management of compensation, health and safety measures, and a positive work environment significantly enhance CSR practices, which in turn positively impact EPB. While work flexibility shows some influence on CSR, its direct impact on EPB is negligible. We expect the outcomes to be contributory to the upcoming research in investigating the role of HR compliance in creating positive output from employee EPB through the sense of CSR in the industry sector. Further, such a research effort can aid the organization’s policymakers motivate employees for their positive pro-organizational behavior.

Keywords: Employee Pro-Organizational Behavior, Human Resource Compliances, Corporate Social Responsibility, Banking Industry, Bangladesh.

Introduction

The rapidly evolving business landscape necessitates a continuous reevaluation of organizational practices to maintain competitiveness and foster a positive workplace culture. Human Resources

¹ School of Economics and Management, Jiujiang University, 551 Qianjin Donglu, Jiujiang, Jiangxi 332005, P. R. China, Email: atik@jju.edu.cn

² Doctoral School of Management and Business, Faculty of Economics and Business, University of Debrecen, Böszörményi street 138, Debrecen 4032, Hungary. Email: imam_hasina@yahoo.com, imam.hasina@econ.unideb.hu, (Corresponding Author)

³ Department of Business Administration, University of Scholars, Bulu Oceans Tower, 40 Kemal Atartuk Avenue, Dhaka 1213, Bangladesh, Email: tazrinpriyankaa@gmail.com

⁴ Department of Business Administration, School of Business, Asian University of Bangladesh, Bangabandhu Road, Ashulia, Dhaka 1341, Bangladesh, Email: aysha94@aub.ac.bd

⁵ Department of Business and Law, University of Portsmouth, Winston Churchill Avenue, Southsea, Portsmouth PO1 2UP, United Kingdom, Email: shababsani@gmail.com

⁶ Department of Business Administration, Presidency University, House 11/A, Road 92, Gulshan-2, Dhaka 1212, Bangladesh, Email: dr.jali@pu.edu.bd

⁷ Faculty of Economics and Business, University of Debrecen, Böszörményi út 138, Debrecen, 4032, Hungary, Email: fenyves.veronika@econ.unideb.hu

⁸ Faculty of Economics and Business, University of Debrecen, Böszörményi út 138, Debrecen, 4032, Hungary; Doctoral School of Management and Business Administration, John von Neumann University, 6000 Kecskemét, Hungary; Department of Trade and Finance, Faculty of Economics and Management, Czech University of Life Sciences Prague, Czech Republic, E-mail: olah.judit@econ.unideb.hu



(HR) compliance plays a pivotal role in achieving corporate excellence, promoting ethics, and nurturing an organizational culture that aligns with legal standards (Yu et al., 2024) and enhances employee well-being. Central to HR compliance are key components such as compensation, flexibility of work, health and safety, and the work environment, which collectively contribute to organizational success. Compensation strategies are instrumental in shaping employee behavior and organizational performance. Effective management of rewards and compensation has been shown to significantly boost employee performance, leading to increased productivity and returns (Chowdhury et al., 2025; Chowdhury et al., 2024; Lipuku et al., 2022; Amin & Rubel, 2020). The work environment also plays a crucial role in influencing job satisfaction and performance (Hossain et al., 2024a). A positive work environment enhances job satisfaction, motivation, and overall productivity (Parimalam & Durai, 2022; Saefullah & Basrowi, 2022). Moreover, health and safety within the workplace are critical to reducing accidents and ensuring employee well-being, which in turn enhances organizational performance (Gazi et al., 2025a; Gazi et al., 2024e; Chudzicki, 2022). The flexibility of work arrangements has emerged as a significant factor in improving job satisfaction and work-life balance, which are essential for maintaining a motivated and productive workforce (Ray & Pana-Cryan, 2021; Amin et al., 2019a).

In addition to these factors, Corporate Social Responsibility (CSR) has gained prominence as a crucial element in organizational success (Mohaimen et al., 2025; Mahmud et al., 2023). CSR initiatives enhance customer loyalty, employee engagement, and overall organizational performance, thereby contributing to sustainable development and a competitive market position (Amin et al., 2025; Amin et al., 2024). This research investigates the interplay between HR compliance components (compensation, flexibility of work, health and safety, and work environment) and Employee Pro-organizational Behavior (EPB), with CSR acting as a mediating variable. By understanding these dynamics, organizations can better design their HR practices to promote ethical behavior, enhance performance (Gazi et al., 2025c; Gazi et al., 2025d; Dey et al., 2021), and achieve long-term success (Gazi et al., 2025e; Hossain et al., 2024b).

Despite extensive research highlighting the importance of HR compliance components: compensation, flexibility of work, health and safety, and work environment, on various organizational outcomes and individual effects (Gazi et al., 2025b; Gazi et al., 2024a; Gazi et al., 2024b; Gazi et al., 2024c). The present study indicates that a substantial void in our knowledge surrounds the combined impact of these variables on EPB. While there is some evidence that HR practices have an impact on EPB, most research have treated these factors independently (Islam et al., 2018). Additionally, while the role of Corporate Social Responsibility (CSR) in enhancing organizational performance and employee engagement is well-documented, there is limited research examining CSR as a mediating variable between HR compliance components and EPB (Gazi et al., 2024d; Zhang, 2023). This study aims to fill this gap by exploring the combined impact of compensation, work flexibility, health and safety, and work environment on EPB, with a particular focus on the mediating role of CSR. By addressing this gap, the research will provide a more comprehensive understanding of how integrated HR practices and CSR initiatives can foster pro-organizational behaviors, ultimately contributing to organizational excellence and sustainability. The study developed some Research Questions:

RQ-1: How do compensation, flexibility of work, health and safety, and work environment individually and collectively influence Employee Pro-organizational Behavior (EPB)?

RQ-2: *To what extent does Corporate Social Responsibility (CSR) mediate the relationship between HR compliance components (compensation, flexibility of work, health and safety, and work environment) and Employee Pro-organizational Behavior (EPB)?*

RQ-3: *What are the practical implications of these findings for organizations seeking to improve employee engagement and organizational performance through strategic HR practices and CSR initiatives?*

This study makes several key contributions specifically to the banking industry, an environment where employee behavior, regulatory compliance, and corporate reputation are critically important. Firstly, it provides a comprehensive analysis of how core HR compliance components: compensation, flexibility of work, health and safety, and work environment; individually and collectively influence Employee Pro-organizational Behavior (EPB) within the banking sector. This holistic approach addresses the limitations of previous research that examined these factors in isolation, offering a more integrated understanding of HR practices and their impact on employee behavior in a highly regulated and customer-centric industry. Secondly, by investigating Corporate Social Responsibility (CSR) as a mediating variable, this research adds a novel dimension to the existing literature on banking. It elucidates how CSR initiatives can amplify the positive effects of HR compliance components on EPB, thereby highlighting the strategic importance of CSR in enhancing employee engagement and organizational performance. Given the increasing emphasis on ethical banking and social responsibility, this insight is particularly valuable for banks aiming to strengthen their reputation and customer trust (Ismael et al., 2025; Uzir et al., 2025; Yu et al., 2024). Thirdly, the study identifies which HR compliance component has the most significant impact on EPB in the banking industry, providing actionable insights for HR practitioners and banking executives. This knowledge enables more targeted and effective HR strategies, contributing to improved employee satisfaction, retention, and overall organizational excellence in a sector where talent management is crucial. Finally, the research offers practical implications for banks seeking to optimize their HR practices and CSR initiatives. By demonstrating the synergistic effects of integrated HR compliance and CSR, the study provides a roadmap for banks as illustrated by Islam et al. (2023); which aims to enhance employee pro-organizational behavior (Al Amin et al., 2024a), drive sustainable development, and achieve long-term success (Al Amin et al., 2024b). This contribution is particularly relevant in today's competitive and scrutinized banking environment, where the alignment of HR practices with ethical and social standards is increasingly critical for maintaining regulatory compliance, customer loyalty, and market competitiveness.

Literature Review

Empirical Studies

Human Resources (HR) compliance in organizations plays a crucial role in building corporate excellence, ethics, and culture. HR compliance can be divided into various components, with the most important four components: "work environment", "health and safety", "flexibility of work", and 'compensation'. These components collectively ensure that organizations adhere to legal standards, promote employee well-being, and foster a positive and ethical workplace culture.

Compensation in organizations plays a pivotal role in shaping employee behavior and organizational performance. Extensive research highlights that effective management of rewards

and compensation significantly boosts employee performance, leading to increased productivity and returns (Tanchi et al., 2025; Song et al., 2025; Karim et al., 2024; Shahneaz et al., 2020; Tirno et al., 2020; Shahneaz et al., 2013). In another similar study, Lipuku et al. (2022) explored the correlation between employee performance in Kenyan not-for-profit organizations and reward and compensation management, finding a substantial positive relationship across a quantitative study involving 500 participants. Given that employees are key drivers of productivity and return on investment, businesses are advised to enhance performance through strategic benefits and remuneration practices. Amin & Salehin (2021) utilized cost analysis to examine the economic aspects of compensation packages, focusing on labor costs.

A compensation package encompasses all expenses an employee incurs during their employment, and this study delves into various definitions and theories surrounding its development and strategic utilization to motivate employees and enhance organizational outcomes (Mustafi et al., 2024). On the other hand, Goren (2018) investigated how different compensation plans influence organizational commitment, noting a strong positive correlation between dedication and employee pay in a case study involving 3200 respondents at Moi Teaching and Referral Hospital (MTRH) in Kenya. The findings underscore the importance of well-designed compensation strategies in fostering organizational success and enhancing employee commitment. Compensation management is critical within human resource functions, addressing issues related to wages and salaries to attract, retain, and motivate employees (Rahman et al., 2025; Rahman et al., 2024). Effective wage policies contribute to organizational goals, competitiveness, profitability, improved efficiency, and comprehensive employee development initiatives (Mollah et al., 2024b; Mollah et al., 2024c; Jameendar, 2014).

The impact of the work environment in organizations on employee job satisfaction, performance, and overall well-being is widely recognized in research literature (Ullah et al., 2024). Positive work environments have been shown to enhance job satisfaction, leading to increased productivity and motivation among employees (Amin & Oláh, 2024; Parimalam & Durai, 2022; Sara et al., 2022; Saefullah & Basrowi, 2022; Amin et al., 2019b). On the other hand, Parimalam and Durai (2022) examined job satisfaction within the industrial sector and found a significant correlation with the work environment using SPSS analysis on a sample of 239 respondents with diverse job profiles. They emphasize the importance of reorganizing roles and fostering individual accountability to maintain competitiveness while meeting organizational goals. Saefullah and Basrowi (2022) explored how the physical work environment affects performance and satisfaction among production department employees, highlighting issues such as dehydration, fatigue, reduced focus, heightened emotions, and impaired hearing through qualitative methods employing an ethnomethodological approach. They underscored the detrimental impact of poor work environments on costs, productivity, and overall organizational performance, emphasizing the need for conducive workspaces to enhance employee satisfaction and business outcomes. Sara et al. (2022) investigated the influence of the work environment on worker performance through job satisfaction and motivation as intervening variables, employing Partial Least Square (PLS) analysis. Their study integrated previous research findings and demonstrated significant impacts of motivation and the work environment on job satisfaction and performance, although job satisfaction itself did not significantly affect performance. The authors advocate for prioritizing a positive work environment to foster employee satisfaction and enhance performance outcomes.

Several scholars (such as, Hassan et al., 2025; Hoque et al., 2015; Amin et al., 2012; Azad et al., 2012; Amin & Islam, 2009) reviewed the psychosocial work environment, discussing its

implications for employee health, while proposing objective assessments to mitigate subjective biases in evaluating these factors. They also explored how post-digitalization changes in work arrangements and management practices impact the prevalence of musculoskeletal disorders, highlighting the evolving nature of work environment research. In another study focusing on Muhammadiyah educational institutions in Tangerang city, Rosid et al. (2022) investigated the effects of organizational culture, work environment, and work motivation on job performance. They found significant positive correlations among work motivation, work environment, and organizational culture, with the work environment and organizational culture identified as primary influences contributing to job performance. Other scholars (for example, (Karim et al., 2023a, Rahaman et al., 2023; Karim et al., 2023b) indicated the underscore of the critical role of a supportive work environment in enhancing organizational outcomes and employee well-being.

Health and safety in organizations represent a critical aspect that necessitates a multifaceted approach to ensure employee well-being. The primary objectives of workplace health and safety are to enhance working conditions and manage risks effectively (Barbour, 2022). The field of health communication scholarship encompasses research on various coordinated initiatives, such as employee assistance programs and health promotion, the impact of communication on health and safety outcomes, and the development of resilient, dependable, and safe organizing through communication processes. Topics covered include persuasive messaging, communication techniques, risk and health information seeking, workplace health promotion, hazardous occupations, and resilience and dependability organizing. Occupational health and safety management, an intricate process aimed at minimizing occupational risks, accidents, and hazardous working conditions, requires the proper utilization of technical, organizational, and human resources within a company's operations.

Effective management techniques necessitate the creation and execution of a system that meets these objectives. Ensuring safe working conditions impacts the organizational, behavioral, and technological facets of work organization (Hosain et al., 2025a; Hosain et al., 2025b; Hosain et al., 2024a; Hosain et al., 2024b; Ray & Pana-Cryan, 2021). The management structure includes processes such as technical safety conditions, safety culture promotion, ergonomic workstation organization, workstation supervision, occupational health and safety training implementation, risk identification, accident and disease cause analysis, occupational medicine prevention, emergency first aid measures, and fire prevention procedures (Chudzicki, 2022). Workplace safety is essential to an organization's operational system, as it reduces accidents, enhances employee satisfaction, and yields better financial results. Risky work environments can lead to significant financial consequences, including increased workers' compensation expenses, decreased productivity, and staff attrition (Azad et al., 2023). Additionally, unsafe environments heighten the likelihood of accidents and injuries.

The International Labour Organization reports that annually, there are 340 million work-related accidents and 160 million work-related illnesses globally, with 2.3 million resulting in fatalities. In the United States, safety mishaps cost companies nearly \$1 billion weekly. To improve workplace safety, it is crucial to consider behavioral, environmental, and personal factors. Factors such as safety leadership, an organization's safety atmosphere, employee safety performance, and underreporting of accidents and injuries can influence an organization's safety climate and outcomes (Amin et al., 2019a). Individual factors, including employees' motivation and attitudes towards safety, affect their willingness to engage in safe practices. Organizations should strive to understand and address these factors to improve overall health and organizational well-being (Tedone et al., 2022).

The occupational health and safety management system is an integral component of the production management system, aimed at providing safe working conditions for all employees (Rahman et al., 2025; Ahmed et al., 2025; Rahaman et al., 2025). This system seeks to minimize occupational illnesses, accidents, and injuries while adhering to legal and regulatory standards. The State Labor Service of Ukraine continually endeavors to ensure that businesses implement a contemporary labor protection management system. It is crucial to research labor protection in workplaces and units, identify and assess risk factors, and improve their operations (Ullah et al., 2024). The primary goal of the system is to swiftly prevent any workplace mishaps and injuries. To create favorable conditions that assure worker safety, Fedevych et al. (2022) analyzed the application of structural-functional analysis and modeling of traumatic and emergency situations in agricultural companies.

Work flexibility in organizations, encompassing non-standard employment (NSE) and flexible work arrangements (FWAs), are pivotal in adapting to evolving conditions, though it presents challenges for both organizations and employees. The objective of the Flexible Work: Opportunity and Challenge (FLOC) study is to explore the relationships between individual, social, and economic sustainability and FWAs and NSE. Svensson et al. (2022) focus on approximately 8,000 employees in Swedish public and private companies aged 18 to 65. The study measures financial performance, physical and psychosocial exposures, and mental and physical health, with data collecting occurring every 18 months over a total of 54 months. Multivariate techniques will be used to evaluate the data, considering both primary effects and potential impact modifiers, considering the respondents' positions within divisions, companies, or with particular supervisors.

Workplace policies, particularly those related to flexibility, are evolving and impacting employee well-being. Common forms of job flexibility include taking time off, adjusting schedules, and working from home. An American survey revealed that the incidence of flexible work arrangements has remained constant. However, job satisfaction increased by 65% and job stress rose by 22% when working from home. Taking time off resulted in a 56% reduction in stress and a 24% improvement in job satisfaction, while scheduling changes led to a 20% reduction in stress and a 62% increase in satisfaction. This report underscores the critical importance of flexible work arrangements for employees' overall well-being (Ray & Pana-Cryan, 2021). Bhusan and Sar (2020) investigate the impact of workplace flexibility on worker performance and productivity, highlighting the link between job satisfaction, organizational productivity improvement, and employee engagement.

However, the implementation of flexible work schedules is challenging when employees lack discipline or engage in sedentary behavior. Additionally, excessive demands placed on employees under flexible work arrangements can adversely affect their performance. The study emphasizes the importance of workplace flexibility in enhancing employee performance for better organizational outcomes and promoting work-life balance. LaGraff and Stolz (2023) examine the effects of flexible work arrangements on positive parenting styles and household outcomes among working women. The findings suggest that while perceived workplace flexibility does not predict proactive parenting and supportiveness, it is associated with positive parenting, positive reinforcement, and warmth behaviors (Rabbi et al., 2024). However, work-family guilt, which is strongly correlated with workplace flexibility, does not act as a mediator in these relationships. The study concludes that policies supporting flexible work schedules may enhance family dynamics and reduce guilt associated with balancing work and home responsibilities.

Corporate Social Responsibility (CSR) plays a pivotal role in organizational success by enhancing customer loyalty, employee engagement, and overall performance. The implementation of CSR aims to improve a company's global responsibility and market stability (Gazi et al., 2024f). According to Zhang (2023), CSR fosters client involvement and loyalty, thereby strengthening an organization's market position. Moreover, CSR enhances employee engagement, leading to improved performance among workers and colleagues. By adopting CSR practices, a company can bolster its market presence, attract additional clients and investors, and promote sustainable development. Additionally, CSR improves brand awareness, customer loyalty, and perception, all of which positively impact organizational performance and ensure corporate sustainability. Moreover, Corporate Social Responsibility (CSR) refers to a company's obligation to consider its effects on the environment and society. As businesses increasingly recognize the value of sustainable and ethical operations (Kassim et. al., 2024; Rabbi & Amin, 2024), CSR has grown in prominence in today's business world. An important component of CSR is socially responsible identification (SRI), which measures the extent to which individuals and companies identify with sustainability and social responsibility principles. Research indicates that strong SRI can moderate the relationship between CSR and organizational performance, leading to enhanced output, increased customer loyalty, higher staff engagement, and an improved organizational reputation. Therefore, cultivating a socially conscious culture within a company is essential to achieving CSR objectives (Shawkat & Fatima, 2023). CPG (2023) indicates that integrating Corporate Social Responsibility (CSR) principles into a company's governance, management processes, and organizational culture is most effective. All stakeholders, including shareholders, employees, the environment, customers, supply chain partners, community members, and business partners, must be proactively addressed (Saha et al., 2016). The board of directors, responsible for monitoring environmental and social impacts, must effectively handle these issues (Mollah et al., 2025a; Mollah et al., 2025b; Mollah et al., 2024a). To coordinate CSR programs, organizational design principles should be reviewed. Additionally, ongoing efforts should be made to create and preserve an organizational culture that prioritizes balancing social, environmental, and economic responsibilities for sustainability initiatives. In today's competitive market, the performance of organizations, especially in CSR, is essential for maintaining goodwill and remaining competitive. An organization's reputation moderates customer, community, and employee relationships. Using information from multiple sources, Ibn et al. (2022) demonstrate the effects of CSR dimensions on organizational performance. The main facets of CSR include the community, clients, staff, organizational dedication, and reputation. The study develops a conceptual model that incorporates features from previous literature reviews to assist corporate managers in maintaining organizational performance through CSR.

Employee Pro-organizational Behavior (EPB) encompasses actions by employees aimed at benefiting the organization or its members, sometimes driven by altruistic intentions but potentially leading to negative outcomes (Islam et. al., 2024a). Research indicates that Unethical Pro-organizational Behavior (UPB) can significantly affect both employees and organizations, influencing areas such as ethical voice (Xia et al., 2023), strategic consequences (ALGaraawi & Rashid, 2023), and pro-environmental behavior (Zhao & Qu, 2022). Studies underscore the importance of understanding the antecedents and consequences of EPB, highlighting factors such as moral compensation, moral ownership, benevolent leadership, guilt, and moral identity in shaping employee behaviors. By examining these dynamics, organizations can better manage and promote ethical practices while mitigating the potential risks associated with EPB.

Research Framework and Formulation of Hypotheses

Research in Human Resources (HR) management underscores the pivotal role of compensation, work environment, health and safety, work flexibility, Corporate Social Responsibility (CSR), and Employee Pro-organizational Behavior (EPB) in organizational success (Islam & Amin, 2011). Effective compensation management significantly boosts employee performance and organizational outcomes (Lipuku et al., 2022; ТКамкина and Kamkina, 2019; Goren, 2018; Jameendar, 2014). Positive work environments enhance job satisfaction and productivity (Parimalam & Durai, 2022; Sara et al., 2022; Saefullah & Basrowi, 2022; Solovieva & Roquelaure, 2023; Rosid et al., 2022), while health and safety initiatives reduce costs and improve employee well-being (Barbour, 2022; Chudzicki, 2022; Tedone et al., 2022; Fedevych et al., 2022). Flexible work arrangements support work-life balance and enhance organizational performance (Ray & Pana-Cryan, 2021; Bhusan & Sar, 2020; LaGraff & Stolz, 2023), and CSR practices foster customer and employee loyalty, thereby improving organizational reputation and sustainability (Zhang, 2023; Shawkat & Fatima, 2023; CPG, 2023; Ibn et al., 2022). Lastly, understanding and promoting EPB contributes to ethical organizational cultures and positive outcomes (Newman et al., 2023; Xia et al., 2023; ALGaraawi & Rashid, 2023; Zhao & Qu, 2022). These factors collectively underscore the importance of comprehensive HR strategies in achieving organizational excellence and employee well-being. That is why we proposes the hypotheses below:

H1: *There is a significant effect of Compensation on Corporate Social Responsibility.*

H2: *There is a significant effect of Compensation on Employee Pro-organizational Behavior.*

H3: *There is a significant effect of Corporate Social Responsibility (CSR) on Employee Pro-organizational Behavior.*

H4: *There is significant effect of Flexible work arrangements on Corporate Social Responsibility (CSR).*

H5: *There is significant effect of Flexible work arrangements Employee Pro-organizational Behavior.*

H6: *There is a significant effect of health and safety measures in the workplace on Corporate Social Responsibility (CSR).*

H7: *There is a significant effect of health and safety measures in the workplace on Employee Pro-organizational Behavior.*

H8: *There is significant effect of work environments on Corporate Social Responsibility (CSR).*

H9: *There is significant effect of work environments on Employee Pro-organizational Behavior.*

H10a: *CSR has an indirect effect on compensation and EPB*

H10b: *CSR has an indirect effect on Flexible work arrangements and EPB*

H10c: *CSR has an indirect effect on health and safety measures and EPB*

H10d: *CSR has an indirect effect on work environments and EPB*

This study's conceptual framework is the research model shown in Figure 1, which was developed by the researchers using the aforementioned hypotheses:

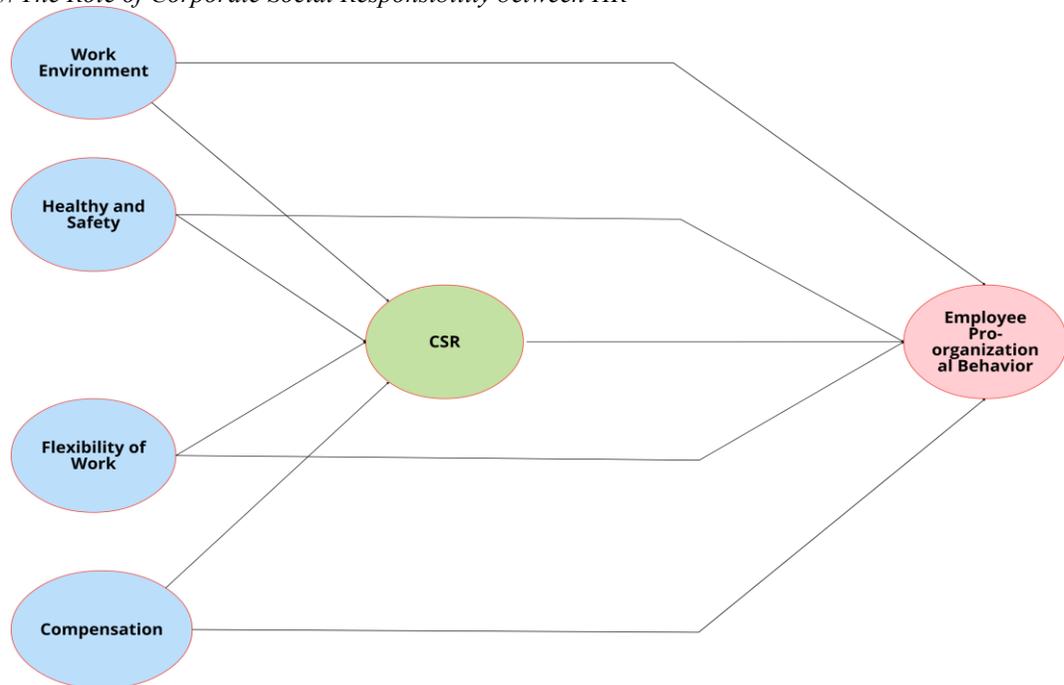


Figure 1. Research Model

Methods

Items Development

For each variable, prior research in the area served as foundation for the measuring scales used in this investigation. Reward and Benefits, health and safety, work environment, and work flexibility are the independent factors. The dependent variable is Employee Pro-organizational Behavior (EPB), and the mediating variable is Corporate Social Responsibility (CSR). HR compliance is crucial for corporate excellence, ethics, and culture, with key components being work environment, health and safety, flexibility of work, and compensation (Barbour, 2022). Effective compensation strategies enhance performance and commitment (Lipuku et al., 2022), while a positive work environment boosts job satisfaction and productivity (Qing et al., 2023; Parimalam & Durai, 2022). Ensuring health and safety reduces accidents and promotes well-being (Chudzicki, 2022), and flexible work arrangements improve job satisfaction and work-life balance (Ray & Pana-Cryan, 2021). CSR fosters customer loyalty, employee engagement, and overall performance, contributing to sustainable development (Hasan et al., 2025; Hasan et al., 2023) and competitive advantage (Islam et al., 2024b; Zhang, 2023).

Sample Characteristics

The table summarizes the demographic and professional characteristics of respondents. It shows that 64% of the respondents are male (254 individuals), while 36% are female (141 individuals). Age distribution reveals that 29% are below 30 years, 37% are between 30-34 years, 22% are between 35-39 years, 9% are between 40-44 years, and 4% are 45 years or older. Regarding educational qualifications, 5% have below a bachelor's degree, 58% hold a bachelor's degree, 31% have a master's degree, and 6% possess a doctorate or higher. Job experience varies with

28% having below 2 years, 37% having 2-5 years, 23% having 5-10 years, and 12% having over 10 years of experience. Current job levels indicate that 26% are at the lower level, 57% are at the mid-level, and 17% are at the top level. This data was created by the author.

Variables	Categories	Frequency	Percentage
Gender	Male	254	64%
	Female	141	36%
Age	Below 30 years	114	29%
	30-34 years	145	37%
	35-39 years	85	22%
	40-44 years	36	9%
	45 years or more	15	4%
Educational Qualification	Below Bachelor	19	5%
	Bachelor's degree	228	58%
	MA/Msc/MBA	124	31%
	PhD	24	6%
Job Experience (in years)	Less than 2	111	28%
	2 to 5	145	37%
	5 to10	92	23%
	10 or above	47	12%
Current Job Level	Lower Level	104	26%
	Mid-Level	226	57%
	Top Level	65	17%

Table 1: Characteristics of Respondents

Source: Author's Own Creation

Sample Size

There is a considerable concentration of banking organizations in the Dhaka divisions of Bangladesh, where 395 replies were obtained using in-person data gathering procedures. Structural equation modeling (SEM) requires a minimum of 100 observations for analysis and 200 for trustworthy predictions, according to Kline (2023). Both of these criteria are satisfied by the study's sample size, which guarantees solid and trustworthy findings.

Data Collection Procedure

The researchers in this study used a reliable technique for gathering data by surveying people directly in the banking sector in Dhaka, Bangladesh. The surveys were conducted personally performed by trained interviewers to guarantee uniformity in data gathering methods. By using a multi-stage sampling process, we hoped to collect responses from people with a broad variety of backgrounds and experiences inside these organizations. In addition, the in-person survey technique allowed for more in-depth explanations and a better understanding of respondents' perspectives, which improved the quality and quantity of the data collected. In addition to increasing the likelihood of a positive response and guaranteeing the veracity of the data obtained, this one-on-one engagement-built rapport and trust with responders. Overall, the research was able to thoroughly investigate the phenomena of interest while adhering to ethical norms and preserving the data's reliability and validity by conducting face-to-face surveys with

Findings and Data Analysis

Measurement Model

Building a measurement model is the first step in structural equation modeling (SEM). This model establishes a solid relationship between the measurement items and their associated latent variables, guaranteeing the validity and reliability of the model. In order to validate and confirm the measurement model's dependability, this section will explore the theoretical underpinnings and statistical methodologies that are required. Specifically, the Smart-PLS package inside SPSS will be used for in-depth data analysis throughout the investigation.

Operationalization of Latent Variables

As shown in Figure 1, the conceptual framework incorporates five latent variables, all of which are very intricate and need a multi-dimensional strategy for achieving thorough comprehension. So, to measure each latent variable in the conceptual model, a large array of observed objects has been employed. In Table 2 you can see the whole list of all the things that were measured and how reliable they were.

Variable	Code	Loading Score	CR	AVE	Cronbach's Alpha
Compensation (COMP)	COMP1	0.839	0.953	0.715	0.933
	COMP2	0.848			
	COMP3	0.844			
	COMP4	0.854			
	COMP5	0.832			
	COMP6	0.843			
	COMP7	0.858			
Corporate Social Responsibility (CSR)	CSR1	0.774	0.851	0.568	0.848
	CSR2	0.749			
	CSR3	0.7770			
	CSR4	0.747			
	CSR5	0.748			
	CSR6	0.724			
Employee Pro-organizational Behavior (EPB)	EPB2	0.801	0.886	0.683	0.883
	EPB3	0.877			
	EPB4	0.833			
	EPB5	0.861			
	EPB6	0.754			
Flexibility of Work (FW)	FW1	0.741	0.921	0.670	0.917
	FW2	0.843			
	FW3	0.829			
	FW4	0.831			
	FW5	0.787			
	FW6	0.829			

	FW7	0.863			
Healthy and Safety (HS)	HS1	0.739	0.918	0.670	0.917
	HS2	0.819			
	HS3	0.861			
	HS4	0.867			
	HS5	0.821			
	HS6	0.818			
	HS7	0.796			
Work Environment (WE)	WE1	0.904	0.936	0.750	0.933
	WE2	0.889			
	WE3	0.865			
	WE4	0.823			
	WE5	0.859			
	WE6	0.853			

Table 2: Measurement Items and Their Reliability

Source: Author's Own Creation

Normality Check

Ascertaining whether a sample originates from a normally distributed population is the goal of the skewness and kurtosis test. The p-value that was calculated ($\text{Prob} > \chi^2 = 0.0000$) is less than the specified significance limit of 0.05 in this setting. This proves that the sample does not follow the expected normal distribution, which is a major assumption to make. Because of this, future statistical studies that presume multivariate normalcy should be approached with severe care.

It was decided to focus on using structural equation modeling (SEM) even though the data was found to not follow a normal distribution. One reason for this approach is because SEM can handle different kinds and distributions of data, which is something that Kline (2023) has pointed out. This makes the analytical framework more flexible and resilient.

Descriptive Analysis

Common Method Bias

This research used the complete collinearity test in addition to the Harman single factor test to reduce the impact of common method bias (CMB). Because of its widespread use in previous studies, the Harman single factor test was chosen because of its well-deserved reputation for being both simple and effective in identifying CMB (Podsakoff et al., 2003). We also used the complete collinearity test since it is quite reliable for detecting CMB, especially in the PLS-SEM setting (Kock, 2015). Since VIF values below 4 indicate minor collinearity difficulties, the authors concluded that CMB did not substantially affect the model since all latent constructs maintained VIF values below 4. (Hoffmann, 2015).

Measurement Model Evaluation

Compensation, Corporate Social Responsibility, Employee Pro-organizational Behavior,
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Flexibility of Work, Health and Safety, and Work Environment are the six components that were examined in this research using confirmatory factor analysis (CFA). With a composite reliability of 0.80 or higher and strong inter-item correlations of 0.5 or higher, these variables were deemed reflective. Composite reliability scores above the suggested threshold of 0.7, indicating strong results from the CFA (Bappy et al., 2020; Hair et al., 2016). According to Hair, Babin, et al. (2019) and Hair, Risher, et al. (2019), there was good convergent validity since item loadings regularly above 0.75 and the Average Variance Extracted (AVE) for all latent constructs exceeded the standard criterion of 0.5. Several indices show that the measurement model fits the data well. In particular, CSR ($R^2=0.732$, adjusted $R^2=0.730$) and EPB ($R^2=0.412$, adjusted $R^2=0.405$) have strong explanatory power. Plus, according to Bentler and Bonett (1980), NFI values closer to 1 indicate better match, and this NFI (0.708) is higher than the excellent fit criterion. The SRMR is also below the suggested threshold of 0.08, confirming that the model is adequate according to Hu and Bentler (1999). Taken together, these results prove that the model accurately predicted the outcomes. In addition, the structural equation model that was used for this inquiry is graphically shown in Figure 2.

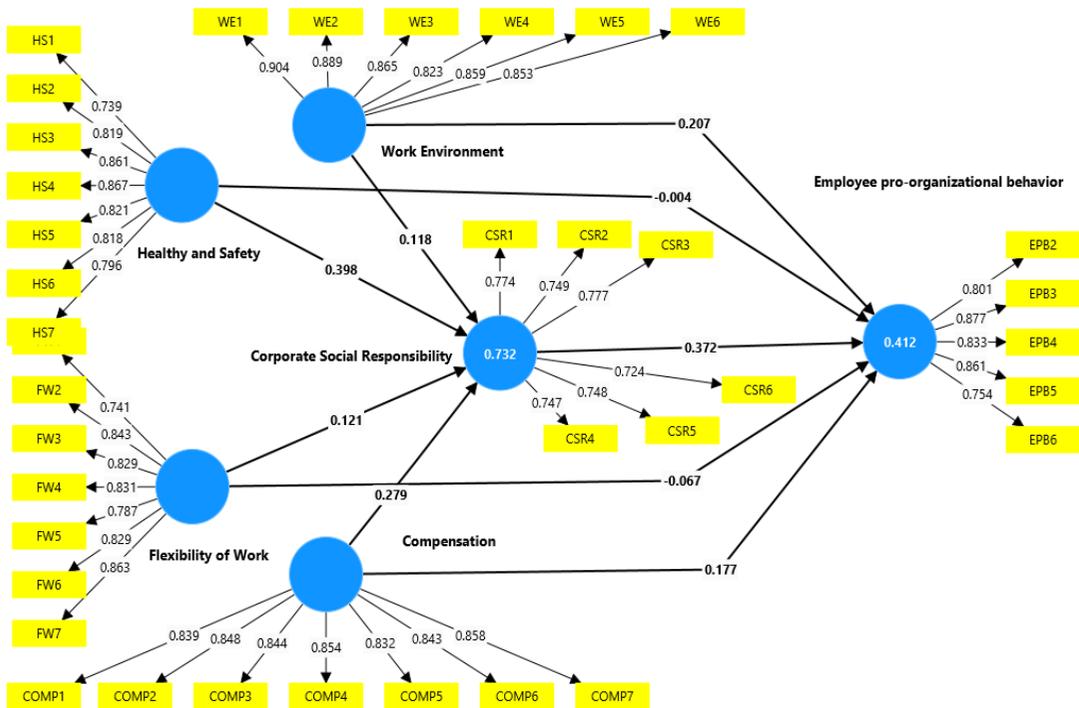


Figure 2. The Estimated Structural Equation Model

Discriminant Validity

Verifying the absence of correlation across conceptually unrelated items is a crucial step in determining the validity of a test for divergent or discriminant validity (DV). The Fornell-Larcker criteria and the HTMT ratio were two well-established methodologies used to validate DV in this investigation. Fornell and Larcker (1981) established the Fornell-Larcker criteria, which states that for each construct, the square root of the Average Variance Extracted (AVE) should be greater than the correlation coefficients. The most current standard for DV assessment, the HTMT ratio, also states that the HTMT values of each latent construct should be less than

0.90 (Henseler et al., 2015). The results of DV evaluation using these approaches are shown in Tables 3 and 4, which show that the latent variables in this research are satisfactorily distinguished. In order to make the study's conclusions more reliable, these thorough assessments make sure the constructs used are resilient and valid.

	COMP	CSR	EPB	FW	HS	WE
COMP	0.845					
CSR	0.800	0.753				
EPB	0.581	0.615	0.826			
FW	0.869	0.785	0.545	0.818		
HS	0.803	0.815	0.551	0.816	0.818	
WE	0.811	0.760	0.575	0.818	0.794	0.866

Table 3: Fornell-Larcker values

	COMP	CSR	EPB	FW	HS	WE
COMP						
CSR	0.886					
EPB	0.632	0.694				
FW	0.936	0.877	0.596			
HS	0.867	0.919	0.597	0.888		
WE	0.866	0.842	0.622	0.883	0.854	

Table 4: HTMT values

Structural Model

When assessing the structural model, the writers took several measures into account, such as VIF, R^2 , the importance of structural routes, and the size of path coefficients. After using VIF to check for multicollinearity, no major concerns were found since all route VIF values were below 4. They employed bootstrapping with 5,000 subsamples to find out whether the route coefficients were statistically significant. The findings of the hypothesis testing provide a thorough understanding of the interrelationships among the study's many components. With the use of several statistical measures such as standard deviation (SD), T statistics, P values, and Bias-corrected confidence intervals, each hypothesis assesses a distinct route between constructs, determining the strength and relevance of these associations. These metrics are used to assess the level of support for each hypothesis.

H1: Compensation (COMP) → Corporate Social Responsibility (CSR)

This hypothesis posits that better compensation positively affects an organization's CSR activities. The results show a path coefficient of 0.070, with a T statistic of 4.019 and a P value of 0.000. This indicates a significant and positive relationship, suggesting that higher compensation levels are associated with better CSR practices. The bias-corrected confidence interval (0.139, 0.415) does not include zero, further confirming the hypothesis.

H2: Compensation (COMP) → Employee Pro-organizational Behavior (EPB)

In this case, the theory proposes that EPB levels rise because of better compensation. A T-statistic of 1.782 and a P-value of 0.075 are associated with the route coefficient, which is 0.098. There is marginal support for the hypothesis since the P value is near enough to be considered significant, even if it is somewhat higher than the customary threshold of 0.05. A less strong but still noticeable positive effect is shown by the fact that the confidence interval (-0.019, 0.368) contains zero.

H3: Corporate Social Responsibility (CSR) → Employee Pro-organizational Behavior (EPB)

According to the result of H3, EPB is favorably affected by robust CSR efforts. A very significant and positive link is shown by the path coefficient of 0.094, a T statistic of 4.053, and a P value of 0.000. Employees are more inclined to display pro-organizational behavior at a business that has strong CSR activities, as shown by the confidence interval (0.195, 0.567).

H4: Flexibility of Work (FW) → Corporate Social Responsibility (CSR)

If employment flexibility improves CSR, then this hypothesis is valid. There is a 0.055 path coefficient, a 1.943 T statistic, and a 0.052 P value. The findings provide little support for the hypothesis, even if the P value is somewhat above the 0.05 threshold. The presence of zero on the confidence interval (-0.002, 0.216) suggests a little but noticeable positive impact.

H5: Flexibility of Work (FW) → Employee Pro-organizational Behavior (EPB)

If EPB is enhanced by more adaptable work schedules, then H5 is acceptable. With a T-statistic of 0.647 and a P-value of 0.518, there is no significant link, as shown by the path coefficient of 0.100. There does not seem to be a direct relationship between job flexibility and EPB, as the confidence interval (-0.252, 0.140) provides further evidence of no significant impact.

H6: Health and Safety (HS) → Corporate Social Responsibility (CSR)

According to the result of H6 test, CSR is improved by robust health and safety regulations. A very significant and positive link is shown by the path coefficient of 0.058, a T statistic of 7.058, and a P value of 0.000. There is a high correlation between enhanced health and safety protocols and better CSR practices, as shown by the confidence interval (0.295, 0.526).

H7: Health and Safety (HS) → Employee Pro-organizational Behavior (EPB)

According to the result of H7, EPB rises when health and safety are improved. With a T-statistic of 0.100 and a P-value of 0.920, there is no significant link, as shown by the path coefficient of 0.091. That health and safety precautions do not influence EPB is supported by the fact that the confidence interval (-0.187, 0.165) contains zero.

H8: Work Environment (WE) → Corporate Social Responsibility (CSR)

Whether or if a more pleasant workplace boosts CSR is the focal point of H8. There is a strong and statistically significant positive correlation (P = 0.030, T = 2.164, and path coefficient = 0.055). This is supported by the confidence range (0.003, 0.218), which indicates that CSR practices are favorably impacted by an enhanced work environment.

H9: Work Environment (WE) → Employee Pro-organizational Behavior (EPB)

H9 proposes that more favorable workplace conditions result in increased EPB. There is a positive and statistically significant association (P = 0.011, T = 2.548, and path coefficient =

0.080). A favorable work environment promotes individuals to participate in pro-organizational conduct, as shown by the confidence interval (0.043, 0.359).

The hypothesis testing in Table 5 reveals significant relationships between various workplace factors and their effects on Corporate Social Responsibility (CSR) and Employee Pro-organizational Behavior (EPB). Compensation (COMP) significantly enhances CSR, with strong statistical support, and marginally impacts EPB. Specifically, higher compensation levels are associated with better CSR practices, and there is some evidence suggesting a positive, though weaker, influence on EPB. CSR itself has a robust positive impact on EPB, indicating that strong CSR practices encourage employees to engage in behaviors that support organizational goals. Flexibility of Work (FW) shows marginal support for enhancing CSR, indicating a weak positive influence, but does not significantly impact EPB, suggesting that flexible work arrangements do not directly promote pro-organizational behavior. Health and Safety (HS) measures strongly enhance CSR, with highly significant results, but do not significantly influence EPB, indicating that while better health and safety conditions are crucial for CSR, they do not directly lead to increased EPB. The Work Environment (WE) positively affects both CSR and EPB, suggesting that a better work environment promotes CSR practices and encourages employees to exhibit pro-organizational behavior. Overall, these findings highlight the importance of improving compensation, health and safety measures, and the work environment to enhance CSR practices, which in turn fosters greater EPB. However, the direct effects of flexibility of work and health and safety on EPB are limited.

Hypotheses	Paths	SD	T statistics	P values	Bias-corrected confidence interval	Supported
H1	COMP → CSR	0.070	4.019	0.000	0.139, 0.415	Yes
H2	COMP → EPB	0.098	1.782	0.075	-0.019, 0.368	Yes
H3	CSR → EPB	0.094	4.053	0.000	0.195, 0.567	Yes
H4	FW → CSR	0.055	1.943	0.052	-0.002, 0.216	Yes
H5	FW → EPB	0.100	0.647	0.518	-0.252, 0.140	No
H6	HS → CSR	0.058	7.058	0.000	0.295, 0.526	Yes
H7	HS → EPB	0.091	0.100	0.920	-0.187, 0.165	No
H8	WE	0.05	2.164	0.03	0.003, 0.218	Yes

	→ CSR	5		0		
H9	WE → EPB	0.08 0	2.548	0.01 1	0.043, 0.359	Yes

Table 5: Hypotheses Test

H10a: Compensation → Corporate Social Responsibility → Employee Pro-organizational Behavior

H10a proposes that CSR mediates the relationship between compensation and EPB. There is a 0.035 route coefficient, a 3.036 T statistic, and a 0.002 P value. A substantial indirect impact is shown by the fact that the bias-corrected confidence interval (0.044, 0.181) does not include zero. Consequently, pay raises EPB by encouraging better CSR actions.

H10b: Flexibility of Work → Corporate Social Responsibility → Employee Pro-organizational Behavior

In this case, the theory states that CSR mediates the effect of job flexibility on EPB. There is a 0.025 path coefficient, a 1.627 T statistic, and a 0.104 P value. No substantial indirect impact is shown by the fact that the confidence interval (-0.001, 0.099) contains zero. Therefore, EPB is unaffected by work flexibility via CSR.

H10d: Health and Safety → Corporate Social Responsibility → Employee Pro-organizational Behavior

This hypothesis asserts that health and safety measures influence EPB through CSR. The path coefficient is 0.045, with a T statistic of 3.478 and a P value of 0.001. The confidence interval (0.074, 0.250) does not include zero, indicating a significant indirect effect. Therefore, better health and safety measures enhance EPB through the improvement of CSR.

H10e: Work Environment (WE) → Corporate Social Responsibility → Employee Pro-organizational Behavior

If CSR influences EPB in the workplace, then the hypothesis states that it does. There is a 0.065 P value, a T statistic of 1.846, and a path coefficient of 0.025. The lower limit of zero is only barely covered by the confidence interval (0.001, 0.097), yet it is nevertheless near enough to be considered marginal evidence for the hypothesis. As a result, it seems that an improved workplace may indirectly boost EPB by making CSR better.

Hypotheses	Paths	SD	T statistics	P values	Bias-corrected confidence interval	Supported
H10a	COMP → CSR → EPB	0.035	3.036	0.002	0.044, 0.181	Yes
H10b	FW → CSR → EPB	0.025	1.627	0.104	-0.001, 0.099	No
H10d	HS → CSR → EPB	0.045	3.478	0.001	0.074, 0.250	Yes

H10e	WE → CSR → EPB	0.025	1.846	0.065	0.001, 0.097	Yes
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Table 5: Indirect Effects

Discussion

The study confirmed that better compensation positively affects CSR (H1), with a strong path coefficient and high statistical significance, indicating that higher compensation levels are indeed associated with improved CSR practices. This finding supports previous literature that underscores the importance of effective compensation management in enhancing organizational outcomes and employee commitment (Goren, 2018; Lipuku et al., 2022). Although the relationship between compensation and EPB (H2) was marginally significant, the study still suggests that improved compensation can have a positive influence on EPB, albeit weaker than its effect on CSR. The robust positive impact of CSR on EPB (H3) aligns with existing research, highlighting how strong CSR practices foster greater employee engagement and pro-organizational behavior (Zhang, 2023). This finding underscores the strategic importance of CSR initiatives in enhancing not only the organization's external reputation but also internal employee dynamics. The flexibility of work showed marginal support for enhancing CSR (H4) but did not significantly impact EPB (H5). This suggests that while flexible work arrangements might contribute to a company's CSR efforts by promoting work-life balance and employee well-being (Ray & Pana-Cryan, 2021), they do not directly translate to increased pro-organizational behavior. This aligns with findings by Bhusan and Sar (2020) that highlight the challenges of implementing flexible work schedules effectively. Health and safety measures were found to significantly enhance CSR (H6) but not directly influence EPB (H7). The significant impact on CSR aligns with previous studies emphasizing the critical role of health and safety in ensuring employee well-being and meeting regulatory standards (Tedone et al., 2022). However, the lack of direct influence on EPB suggests that while employees appreciate safe working conditions, these alone do not drive pro-organizational behaviors unless integrated with broader CSR initiatives. The work environment positively affected both CSR (H8) and EPB (H9), highlighting the importance of a supportive and conducive work environment in fostering ethical practices and employee engagement (Parimalam & Durai, 2022; Sara et al., 2022). This supports previous findings that a positive work environment is crucial for both organizational success and employee satisfaction. The analysis of indirect effects further clarified the mediating role of CSR in the relationship between HR compliance components and EPB. Specifically, compensation and health and safety measures were found to positively influence EPB through the enhancement of CSR practices (H10a, H10d). This indicates that CSR acts as a crucial mediator, transforming improvements in compensation and health and safety into pro-organizational behaviors. The marginal support for the indirect effect of work environment on EPB through CSR (H10e) suggests that enhancing the work environment can contribute to better CSR, which in turn promotes EPB. Overall, these findings provide valuable insights for the banking industry, emphasizing the need to integrate effective HR compliance components with robust CSR initiatives to foster employee pro-organizational behavior. The study highlights the importance of strategic HR management and CSR in creating a positive and productive work environment, ultimately contributing to organizational success.

Conclusion and Policy Implication

Conclusion

This research has explored the intricate relationships between key HR compliance components—compensation, flexibility of work, health and safety, and work environment—and their impact on Corporate Social Responsibility (CSR) and Employee Pro-organizational Behavior (EPB) in the banking industry. The findings underscore that compensation, health and safety measures, and a positive work environment play crucial roles in enhancing CSR practices. These, in turn, positively influence EPB, indicating a significant pathway through which HR practices can shape organizational behavior and outcomes. However, while flexibility of work showed some influence on CSR, its direct impact on EPB was negligible. These insights highlight the importance of strategic HR management in promoting ethical behavior and organizational commitment among employees within banking institutions.

Practical Implications

Enhanced Compensation Strategies:

Banks should prioritize competitive and equitable compensation packages that align with industry standards and reflect employees' contributions. This not only enhances CSR by demonstrating commitment to fair treatment but also fosters higher levels of EPB, where employees are motivated to support organizational goals.

Implementation of Robust Health and Safety Measures:

Investing in comprehensive health and safety protocols is critical for banking institutions. Beyond regulatory compliance, these measures significantly contribute to CSR efforts by ensuring employee well-being and safety. This study highlights the positive impact of such measures on organizational behavior and underscores their role in fostering a responsible corporate culture.

Creation of Supportive Work Environments:

A positive work environment characterized by inclusivity, support for professional growth, and a healthy organizational culture is essential. Banks should implement policies and practices that promote employee engagement and satisfaction, thereby enhancing both CSR initiatives and EPB. This includes initiatives for diversity, equity, and inclusion, which are integral to maintaining a cohesive and motivated workforce.

Integration of CSR into Organizational Strategy:

The study emphasizes the mediating role of CSR in translating HR practices into tangible organizational outcomes. Banks should integrate CSR initiatives into their core business strategies, ensuring that these initiatives are aligned with organizational goals and values. This integration can enhance employee motivation and commitment by demonstrating the bank's commitment to social responsibility and ethical practices.

Continuous Evaluation and Adaptation:

Given the dynamic nature of organizational environments, banks should regularly evaluate the effectiveness of their HR practices in promoting CSR and EPB. This involves monitoring employee perceptions, conducting regular audits of HR policies, and adapting strategies based on feedback and changing organizational needs.

In conclusion, this study provides actionable insights for banking institutions seeking to strengthen their HR practices to enhance CSR and EPB. By focusing on compensation, health and safety, work environment, and the strategic integration of CSR initiatives, banks can cultivate a culture of responsibility and engagement among employees, leading to improved organizational performance and sustainable growth in the competitive banking sector.

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