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Examining the Nexus among Green HRM Practices, Corporate Social Responsibility, and Employee Pro-environmental Behavior

Edina Molnar[1], Esayas Degago[2], Aysha Ashraf[3], Md Atekul Islam Nur Shuvo[4], Mohammed Julfikar Ali[5], Mohammad Rezaul Karim[6], Rubab Salehin[7], Md Shamimul Islam[8]

Abstract

This paper examines the relationship between green human resource management practices (GHRM), and employee pro-environmental behavior (EPB) has been relatively underexplored in academic literature. This empirical study evaluates the relationship between GHRM and EPB, while recognizing the mediating influence of corporate social responsibility (CSR). The independent variable, GHRM, was subdivided into four components: 'green recruitment,' 'green appraisal,' 'green training,' and 'green compensation.' The research provides valuable information for firms aiming to enhance their workforce's pro-environmental behavior. This study used partial least square structural equation modeling to evaluate the perspectives of front-line bank employees in Bangladesh. The results highlight that proficient administration of green compensation, green appraisal, and green recruitment substantially improves CSR practices, hence favorably influencing EPB. This research anticipates that the results will be beneficial for future studies examining the influence of GHRM practices on generating good outcomes from employee EPB via the perception of CSR within the industrial sector. Moreover, this study initiative may assist the organization's officials incentivizing workers to engage in favorable pro-environmental behaviors.

Keywords: *Employee pro-environmental behavior, green HRM, corporate social responsibility, Banking Industry, Bangladesh.*

Introduction

The dynamic corporate environment requires ongoing assessment of organizational processes to sustain competitiveness and promote a pleasant workplace culture. Green human resource management (HRM) techniques are essential for attaining business

[1] Department of Psychology, Faculty of Health Sciences, University of Debrecen, Debrecen 4032, Hungary, E-mail: molnar.edina@etk.unideb.hu
[2] Doctoral School of Management and Business, Faculty of Economics and Business, University of Debrecen, Böszörményi street 138, 4032 Debrecen, Hungary. E-mail: esayas.degago@econ.unideb.hu
[3] Department of Business Administration, School of Business, Asian University of Bangladesh, Bangabandhu Road, Ashulia, Dhaka 1341, Bangladesh, Email: researchaysha07@gmail.com; aysha94@aub.ac.bd
[4] Géza Marton Doctoral School of Legal Studies, University of Debrecen, Kassai street, 28, Debrecen 4032, Hungary, E-mail: atekshuvo@mailbox.unideb.hu
[5] Department of Business Administration, Presidency University, House 11/A, Road 92, Gulshan 2, Dhaka 1212, Bangladesh, E-mail: dr.jali@pu.edu.bd
[6] Department of Business Administration, Faculty of Business, Shanto-Mariam University of Creative Technology, Sector 17, Uttara, Dhaka 1230, Bangladesh, E-mail: rkarim@smuct.ac.bd
[7] Department of Business Administration, Feni University, Trunk Road, Feni 3900, Chattogram, Bangladesh, Email: salehinrubab@gmail.com
[8] Universiti Brunei Darussalam, Jalan Tungku Link, Gadong, Brunei Muara District, BE1410, Brunei Darussalam, E-mail: shamimul.islam@ubd.edu.bn

excellence, fostering ethical standards, and cultivating an organizational culture that complies with legal regulations while improving employee well-being. Essential to green human resource management (GHRM) practices are fundamental elements like green recruitment, green training, green appraisal, and green compensation, which altogether enhance organizational effectiveness. Green compensation solutions are essential in influencing employee conduct and corporate efficacy. Efficient administration of incentives and sustainable recruiting has been shown to significantly enhance employee performance, resulting in heightened production and returns (Amin & Rubel, 2020; Lipuku et al., 2022; Chowdhury et al., 2024). Green compensation significantly impacts work happiness and performance (Hossain et al., 2024a), since it affects job satisfaction, motivation, and total productivity. Furthermore, environmental assessment in the workplace is essential for minimizing accidents and promoting employee welfare, hence improving organizational performance (Gazi et al., 2024e; Gazi et al., 2025a). Green training initiatives have become a crucial element in enhancing job satisfaction and work-life balance, both of which are vital for sustaining a motivated and productive workforce (Amin et al., 2019a; Ray & Pana-Cryan, 2021).

Moreover, corporate social responsibility (CSR) has emerged as a vital component of company performance (Mahmud et al., 2023; Mohaimen et al., 2025). CSR activities bolster consumer loyalty, staff engagement, and overall organizational performance, therefore facilitating sustainable growth and a competitive market position (Amin et al., 2024; Gazi et al., 2024d; Amin et al., 2025). This study examines the relationship between components of green human resource management (green recruitment, green training, green appraisal, and green compensation) and employee pro-environmental behavior (EPB), with corporate social responsibility (CSR) serving as a mediating variable. By comprehending these dynamics, firms may more effectively formulate their green human resource management (GHRM) practices to foster ethical conduct, improve performance (Dey et al., 2021; Gazi et al., 2025c; Alshebami et al., 2025; Chowdhury et al., 2025a; Gazi et al., 2025d), and attain sustained success (Hossain et al., 2024b; Gazi et al., 2025e; Gazi et al., 2025f; Gazi et al., 2025g; Gazi et al., 2025h).

Despite comprehensive research emphasizing the significance of HR compliance elements, i.e., green recruitment, green training, green appraisal, and green compensation on diverse organizational outcomes and individual impacts (Gazi et al., 2024a; Gazi et al., 2024b; Gazi et al., 2024c; Gazi et al., 2025b), a substantial gap persists in comprehending how these factors collectively affect EPB. Most research mostly examine these components in isolation, neglecting to capture the whole impact of GHRM practices on EPB (Islam et al., 2018; Islam et al., 2023; Islam et al., 2025). Furthermore, while the impact of CSR on organizational performance and employee engagement is well established, there is a paucity of research investigating CSR as a mediating variable between GHRM components and EPB. This research seeks to address this gap by examining the collective influence of green recruiting, green training, green assessment, and green remuneration on EPB, emphasizing the mediating function of CSR. This study

will enhance knowledge of how integrated HR practices and CSR activities promote pro-environmental behaviors, hence contributing to organizational excellence and sustainability. The study formulated many research questions:

> ***RQ-1:*** *How do GHRM components influence employee pro-environmental behavior?*
>
> ***RQ-2:*** *How does CSR intermediate between GHRM components and employee pro-environmental behavior?*

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 GHRM components, i.e., *"green recruitment", "green training", "green appraisal", and "green compensation"*; that individually influence 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 GHRM practices and their impact on employee behavior in a highly regulated and customer-centric industry. Secondly, by investigating 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 the components of GHRM practices on EPB, thereby highlighting the strategic importance of CSR in enhancing 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 (Yu et al., 2024; Uzir et al., 2025a; Ismael et al., 2025; Uzir et al., 2025b). Thirdly, the study identifies which GHRM 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 GHRM 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 GHRM 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-environmental 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 GHRM practices with ethical and social standards is increasingly critical for maintaining regulatory compliance, customer loyalty, and market competitiveness.

1. Literature Review and Hypotheses Development

1.1. GHRM practices

GHRM practices in companies are essential for fostering corporate excellence, enhancing employee well-being, and improving job performance. GHRM practices may be categorized into many components; the present study focuses on the four most significant ones, i.e., *"green recruitment", "green training", "green appraisal", and "green compensation"*. These components jointly guarantee that firms uphold workforce management standards, enhance employee well-being, and cultivate a healthy workplace culture.

2.2. Green Recruitment

The influence of green recruitment on employee work satisfaction, performance, and general well-being is well acknowledged in academic literature. It has been shown to improve work satisfaction, resulting in heightened productivity and motivation among employees (Shahneaz et al., 2013; Tirno et al., 2020; Shahneaz et al., 2020; Karim et al., 2024; Tanchi et al., 2025; Song et al., 2025; Sony et al., 2025). In this pertinent, Gazi et al. (2024b) investigated work satisfaction in the industrial sector and identified a strong link with green recruiting using SPSS analysis of respondents with varied job profiles. They underscore the need of restructuring roles and promoting individual responsibility to sustain competitiveness while achieving organizational objectives. Researchers (for example, Amin & Salehin, 2021; Amin & Salehin, 2022) investigated the impact of physical green recruitment on performance and satisfaction among employees in the production department. This is supported by Mustafi et al. (2024), who identified issues such as dehydration, fatigue, diminished concentration, intensified emotions, and impaired hearing using qualitative methods with an ethnomethodological approach. They highlighted the adverse effects of ineffective green recruiting techniques on expenses, productivity, and overall organizational performance, stressing the need for supportive work environments to improve employee happiness and business results. Gazi et al. (2024c) examined the impact of green recruiting on employee performance, using job satisfaction and motivation as mediating factors, via Partial Least Square (PLS) analysis. Their study synthesized prior research by Rahman et al. (2024) and Rahman et al. (2025) and revealed substantial effects of motivation and green recruiting on work satisfaction and performance; however, job satisfaction did not substantially influence performance. The authors recommend emphasizing environmentally sustainable recruiting to improve employee happiness and performance results. Amin & Oláh (2024) examined green recruiting, addressing its effects on employee health and musculoskeletal problems, and suggested the use of objective evaluations such as job-exposure matrices (JEM) to reduce subjective biases in assessing these elements. They examined the effects of post-digitalization alterations in work arrangements and management methods on the incidence of musculoskeletal illnesses, emphasizing the progressive character of green recruiting research. In another research examining Muhammadiyah educational institutions in Tangerang city, Rosid et al. (2022) analyzed the impact of organizational culture, green recruiting, and work motivation on job performance. Significant positive relationships were observed among work motivation, green recruiting, and

organizational culture, with green recruitment and organizational culture recognized as important factors influencing job performance (Farkas et al., 2024; Ahmmed et al., 2025; Chowdhury et al., 2025b). The findings are validated by Mollah et al. (2024b) and Mollah et al. (2024c), highlighting the essential function of supporting green recruiting in improving organizational results and employee welfare. This study posits the following hypothesis based on the preceding discussion:

H1: *Green recruitment has a significant effect on corporate social responsibility.*

H2: *Green recruitment has a significant effect on employee pro-environmental behavior.*

H10a: *CSR has an indirect effect between green recruitment and employee pro-environmental behavior*

2.3. Green Training

Green training inside enterprises, which includes training for employment and development, which is essential for responding to changing circumstances, however it poses issues for both organizations and people. The aim of the green training: developing and improving the challenge facing capabilities connected to individual in the companies (Amin & Islam, 2009; Azad et al., 2012; Amin et al., 2012; Hoque et al., 2015; Rabbi et al., 2024; Hassan et al., 2025a; Hassan et al., 2025b). In another study, Svensson et al. (2022) examined over 8,000 workers from Swedish public and private enterprises, aged 18 to 65. The research assesses financial performance, physical and psychological exposures, and mental and physical health, with data collection conducted every 18 months for a duration of 54 months. Multivariate approaches will be used to assess the data, considering both main effects and probable impact modifiers, as well as the respondents' roles within divisions, organizations, or in relation to supervisors. Workplace rules, especially those concerning environmental training, are advancing and influencing employee welfare. Prevalent methods of green training include using leave, modifying timetables, and telecommuting. A study conducted in the United States indicated that the prevalence of green training programs has remained unchanged. Job satisfaction climbed by 65%, whereas job stress escalated by 22% while working remotely. Taking time off led to a 56% decrease in stress and a 24% enhancement in work satisfaction, while schedule modifications resulted in a 20% reduction in stress and a 62% increase in satisfaction. This paper emphasizes the essential significance of environmentally focused training programs for workers' holistic well-being (Ray & Pana-Cryan, 2021; Hosain et al., 2024a; Hosain et al., 2024b; Hosain et al., 2025a; Hosain et al., 2025b; Hosain et al., 2025c). Similarly, Bhusan & Sar (2020) examined the influence of green training on employee performance and productivity, emphasizing the relationship among job satisfaction, enhancements in organizational productivity, and

employee engagement. The execution of green training regimens is difficult when workers exhibit a lack of discipline or partake in inactive activities. Moreover, excessive expectations imposed on workers during green training programs might negatively impact their performance. The research underscores the significance of such agreements in improving employee performance, yielding superior organizational results, and fostering work-life balance. In another similar research, LaGraff & Stolz (2023) investigated the impact of green training programs on good parenting practices and domestic outcomes for employed women. The results indicate that while perceived green training does not forecast proactive parenting and supportiveness, it correlates with good parenting, positive reinforcement, and warm behaviors. Nonetheless, work-family guilt, which is significantly associated with green training, does not function as a mediator in these interactions. The research finds that policies promoting flexible work schedules may improve family interactions and alleviate guilt related to balancing work and home duties. Consequently, this study posits the following hypothesis:

H4: *Green training has a significant effect on corporate social responsibility.*

H5: *Green training has a significant effect on employee pro-environmental behavior.*

H10b: *CSR has an indirect effect between Green Training and employee pro-environmental behavior*

2.4. Green Appraisal

Green appraisal in enterprises constitutes a vital element (Azad et al., 2023) that requires a comprehensive strategy to evaluate employee performance. The main goals of workplace green evaluation are to improve working performance and effectively managing all work (Amin et al., 2019b). The domain of green evaluation process includes research on coordinated initiatives like employee work evaluation programs to secure organizational overall performance. The subjects addressed include persuasive method, communication strategies, employee work information acquisition, workplace adaptation capability, professional behavior, and resilience and reliability to the organizational system. Green assessment is a complex process designed to reduce occupational work inefficiency, skill, and better working performance while enhancing benefits, necessitating the effective use of technological, organizational, and human resources within a company's operations. Effective management strategies need the development and implementation of a system that fulfills these goals (Karim et al., 2023a; Karim et al., 2023b). Ensuring better working performance assessment system influences the organizational, behavioral, and technical aspects of work organization. The management structure encompasses processes including technical efficiency and occupational green assessment. Green assessment procedures are vital to an organization's operational framework, as they diminish accidents, improve employee contentment, and provide

superior financial outcomes. Risky green assessments may result in substantial financial repercussions, such as elevated workers' green compensation costs, diminished productivity, and employee turnover, in addition to increasing the probability of accidents and injuries. The International Labor Organization indicates that each year, there are 340 million occupational accidents and 160 million occupational diseases worldwide, leading to 2.3 million deaths (Rahaman et al., 2023; Ahmed et al., 2025; Rahaman et al., 2025). In the United States, safety incidents incur costs of roughly $1 billion weekly for firms. Enhancing workplace safety requires the consideration of behavioral, environmental, and individual issues. Elements include safety leadership, an organization's safety culture, employee safety performance, and the underreporting of accidents and injuries may affect an organization's safety environment and results. Personal variables, such as workers' motivation and views on safety, influence their propensity to adopt safe procedures. Organizations must endeavor to comprehend and tackle these issues to enhance overall health and organizational well-being (Tedone et al., 2022). The occupational green assessment management system is a crucial element of the production management system, designed to provide safe working conditions for all workers. This approach aims to reduce occupational diseases, accidents, and injuries while complying with legal and regulatory requirements. The State Labor Service of Ukraine always strives to guarantee that enterprises adopt a modern labor protection management system. It is essential to investigate labor protection in workplaces and units, identify and evaluate risk factors, and enhance their operations. The system's principal objective is to promptly avert workplace accidents and injuries. Fedevych et al. (2022) examines the use of structural-functional analysis and modeling of traumatic and emergency circumstances in agricultural enterprises to establish conditions that ensure worker safety. This study posits the following hypothesis based on prior investigations:

H6: *Green appraisal in the workplace has a significant effect on corporate social responsibility.*

H7: *Green appraisal in the workplace has a significant effect on employee pro-environmental behavior.*

H10c: *CSR has an indirect effect between Green appraisal and effective pro-environmental behavior*

2.5. Green Compensation

Green compensation within companies is crucial in influencing employee behavior and enhancing organizational success (Ullah et al., 2024). Comprehensive studies indicate that proficient administration of incentives and feasible remuneration significantly enhances employee performance, resulting in heightened production and profits. Lipuku et al. (2022) investigated the association between employee performance in Kenyan non-profit organizations and incentive and green pay management, revealing a significant

positive correlation in quantitative research with 500 participants. Since workers are crucial to productivity and return on investment, firms should improve performance via effective benefits and compensation strategies. TKamkina & Kamkina (2019) conducted a cost study to investigate the economic dimensions of green pay packages, emphasizing labor expenses. A green remuneration package includes all costs a person incurs related to environmentally sustainable behaviors. This research explores several definitions and ideas about its formulation and strategic use to inspire people and improve organizational performance. Goren (2018) examined the impact of several green compensation schemes on organizational commitment, highlighting a significant positive association between employee devotion and remuneration in a case study of 3,200 participants at Moi Teaching and Referral Hospital (MTRH) in Kenya. The results highlight the significance of well-structured green remuneration systems in promoting organizational performance and increasing employee engagement. Green pay management is essential in human resource operations, tackling wage and salary concerns to attract, retain, and inspire people. Effective pay policies enhance corporate objectives, competitiveness, profitability, operational efficiency, and holistic employee development programs (Jameendar, 2014). This study posits the following notion:

H8: *Green compensation influences corporate social responsibility.*

H9: *Green compensation has a significant effect on employee pro-environmental behavior.*

H10d: *CSR has an indirect effect between green compensation and employee pro-environmental behavior*

2.6. CSR

The term CSR is essential for company success, since it improves consumer loyalty, employee engagement, and overall performance. The execution of CSR seeks to enhance a company's international accountability and market stability (Gazi et al., 2024f). In this regard, Zhang (2023) asserts that CSR enhances customer engagement and loyalty, hence fortifying an organization's market standing. Furthermore, CSR fosters employee engagement, resulting in enhanced performance among staff and peers. Implementing CSR practices enables a firm to enhance its market position, attract more customers and investors, and foster sustainable growth. Moreover, CSR enhances brand recognition, customer allegiance, and perception, all of which favorably influence organizational performance and guarantee business sustainability. Corporate Social Responsibility (CSR) denotes a company's duty to evaluate its impact on the environment and society. As enterprises progressively acknowledge the significance of sustainable and ethical practices (Kassim et al., 2024; Rabbi & Amin, 2024), CSR has gained popularity in contemporary commerce. A crucial element of CSR is socially responsible identification (SRI), which assesses the degree to which people and organizations align with

sustainability and social responsibility ideals. Research demonstrates that robust SRI may mitigate the connection between CSR and corporate performance, resulting in better productivity, heightened consumer loyalty, more employee involvement, and an enhanced organizational reputation. Consequently, fostering a socially aware culture inside an organization is crucial for attaining CSR goals (Shawkat & Fatima, 2023). In this regard, CPG (2023) asserted that the incorporation of CSR concepts into a company's governance, management procedures, and organizational culture is most effective. All stakeholders, including shareholders, workers, the environment, consumers, supply chain partners, community members, and business partners, must be proactively engaged (Saha et al., 2016). The board of directors, tasked with overseeing environmental and social repercussions, must adeptly address these issues (Mollah et al., 2024a; Mollah et al., 2025a; Mollah et al., 2025b). Organizational design concepts should be evaluated to coordinate CSR efforts. Furthermore, continuous efforts must be undertaken to establish and maintain a corporate culture that emphasizes the equilibrium of social, environmental, and economic obligations in sustainability activities. In the current competitive landscape, organizational performance, particularly in corporate social responsibility, is crucial for sustaining goodwill and competitiveness. The reputation of a business influences its connections with customers, the community, and employees. The primary aspects of CSR include community, customers, employees, corporate commitment, and reputation. The research formulates a conceptual model that integrates elements from prior literature studies to aid corporate managers in sustaining organizational success through CSR.

2.6. EPB

The term EPB refers to the employee behavior that benefit the company which may be motivated by altruistic intentions but may also result in adverse consequences (Islam et al., 2024a). Studies demonstrate that pro-environmental behavior may profoundly impact people and companies, affecting ethical voice, strategic outcomes, and pro-environmental conduct. Research emphasizes the significance of comprehending the antecedents and repercussions of EPB, accentuating elements such as moral and environmental compensation, moral ownership, benevolent leadership, shame, and moral identity in influencing employee conduct. By analyzing these dynamics, companies may enhance the management and promotion of ethical standards while alleviating the possible concerns linked to EPB. This study posits the following hypothesis based on prior investigations:

> ***H3:*** *Corporate social responsibility has a significant effect on employee pro-environmental behavior.*

2.7. Research Framework

Prior studies in green HRM highlight the essential significance of green recruiting, green

training, green assessment, green remuneration, corporate social responsibility, and employee pro-environmental behavior in achieving organizational success (Islam & Amin, 2011). Green recruiting improves job happiness and productivity, while green training fosters work-life balance and bolsters long-term organizational success (Bhusan & Sar, 2020; Ray & Pana-Cryan, 2021; LaGraff & Stolz, 2023). Green appraisal projects diminish expenses and enhance employee well-being (Fedevych et al., 2022; Tedone et al., 2022). Efficient green pay management significantly enhances employee performance and organizational results (Jameendar, 2014; Goren, 2018; ТКамкина and Kamkina, 2019; Lipuku et al., 2022). This research demonstrates that CSR policies enhance consumer and staff loyalty, thereby bolstering corporate reputation and sustainability (Ibn et al., 2022; Zhang, 2023; Shawkat & Fatima, 2023; CPG, 2023). Ultimately, understanding and advocating for EPB fosters ethical corporate cultures and beneficial results. These considerations combined highlight the need for comprehensive HR strategies in attaining organizational success and employee welfare. However, the framework of this study is shown below:

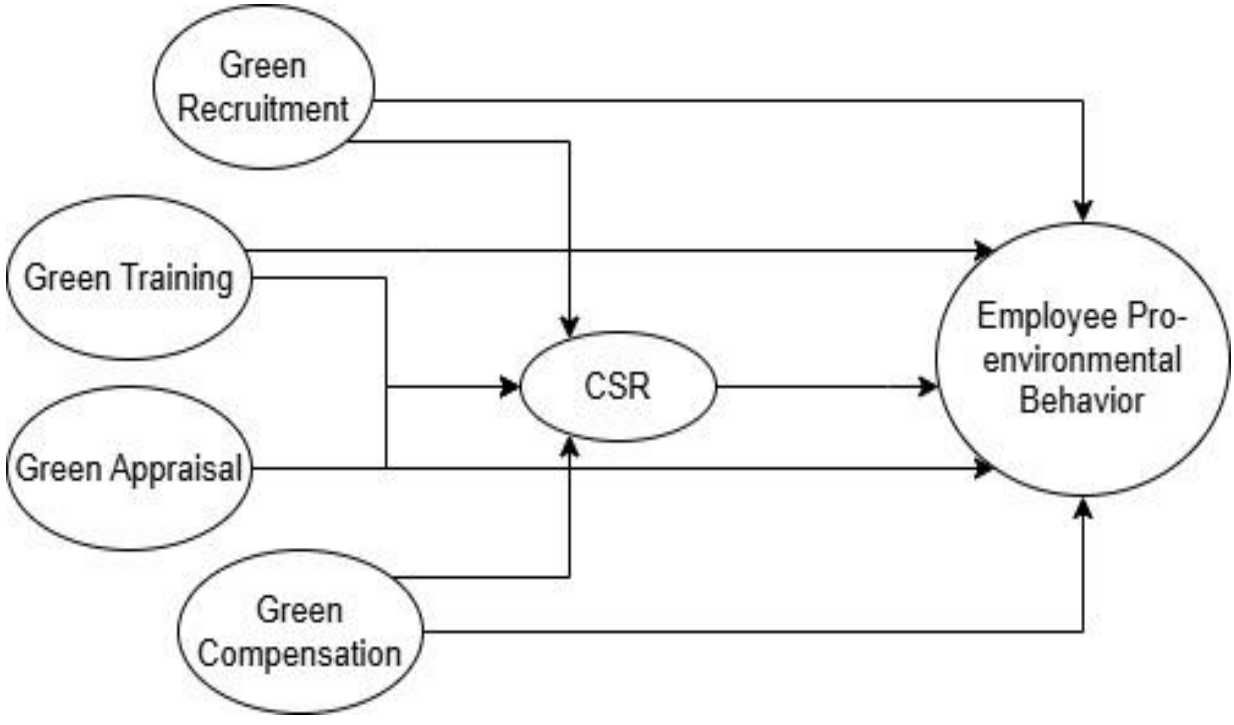

Figure 1. Research Model

2. Methods

2.1. Measurement

The items to measure the constructs of this study were collected from prior research. The independent constructs include Green Compensation (GC), Green Training (GT), Green Appraisal (GA), and Green Recruitment (GR). The dependent variable is Employee Pro-environmental Behavior (EPB), and the mediating variable is Corporate Social Responsibility (CSR). GHRM is crucial for corporate excellence with its key components. Effective green compensation strategies enhance performance and commitment (Lipuku et al., 2022), while positive green recruitment boosts job satisfaction and productivity (Qing et al., 2023). Ensuring green appraisal reduces accidents and promotes well-being and flexible training improving 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., 2023) and competitive advantage (Islam et al., 2024b; Hasan et al., 2025).

2.2. 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). The 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% (2 to 5 years), 23% (5 to 10 years); whereas 12% (10 years or more) of job 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.

Table 1: Characteristics of Respondents

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 to 10	92	23%
	10 or more	47	12%
Current Job Level	Lower Level	104	26%
	Mid-Level	226	57%
	Top Level	65	17%

Source: Author's Own Creation

2.3. Sample Size

The research gathered 395 replies from the Dhaka divisions of Bangladesh, an area with a concentration of banking organizations, using in-person data gathering procedures. At least 100 observations are needed for analysis in structural equation modeling (SEM), according to Kline (2023), and 200 observations are required for valid estimates. Strong and trustworthy findings are guaranteed by the study's sample size, which surpasses both criteria.

2.4. Data Collection Procedure

The researchers in this study used an effective 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 by conducting face-to-face surveys with front-line banking sector personnel in Bangladesh.

3. Findings and Data Analysis

3.1. Measurement Model

In this part, we examine the statistical methodologies that are vital to verifying and validating the measurement model's dependability. Specifically, the Smart-PLS program inside SPSS will be used for in-depth data analysis throughout the investigation. The following Table 2 shows the whole list of all the items that were used as measurement instruments and their reliability and validity:

Table 2: Results from Measurement Model

Construct	Item Code	Item Loading	CR	AVE	Cronbach's Alpha
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-environmental Behavior (EPB)	EPB2	0.801	0.886	0.683	0.883
	EPB3	0.877			
	EPB4	0.833			
	EPB5	0.861			
	EPB6	0.754			
Green Recruitment (GR)	GR1	0.904	0.936	0.750	0.933
	GR2	0.889			

	GR3	0.865		
	GR4	0.823		
	GR5	0.859		
	GR6	0.853		
Green Training (GT)	GT1	0.741	0.921	0.670	0.917
	GT2	0.843			
	GT3	0.829			
	GT4	0.831			
	GT5	0.787			
	GT6	0.829			
	GT7	0.863			
Green Appraisal (GA)	GA1	0.739	0.918	0.670	0.917
	GA2	0.819			
	GA3	0.861			
	GA4	0.867			
	GA5	0.821			
	GA6	0.818			
	GA7	0.796			
Green Compensation (GC)	GC1	0.839	0.953	0.715	0.933
	GC2	0.848			
	GC3	0.844			
	GC4	0.854			
	GC5	0.832			

GC6	0.843
GC7	0.858

Source: Author's Own Creation

Additionally, the R-square and Adjusted R-square values of the dependent variables are shown in the following Table 3

Table 3: R-square and Adjusted R-square values

	R-square	Adjusted R-square
CSR	0.732	0.730
EPB	0.412	0.405

3.1.1. Normality Check

Ascertaining the sample's normally distributed test is the goal of the skewness and kurtosis test. The p-value that was calculated (Prob > x^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. Therefore, future statistical studies that remove the assumption of multivariate normality should be approached with care.

Proceeding with the structural equation modeling (SEM) technique was decided upon despite the data's non-normal distribution. This decision is based on SEM's adaptability to different kinds of data and their distributions, which Kline (2023) says is a key feature that makes an analytical framework strong and flexible.

3.1.2. CMB test

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).

3.1.3. CFA Results

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 (Hair, et al., 2019a; Hair, et al., 2019b). Furthermore, item loadings continuously above 0.75, suggesting good convergent validity, and the Average Variance Extracted (AVE) for all latent constructs exceeded the standard limit of 0.5 (Hair, et al., 2019a, 2019b). Several indices show that the measurement model fits the data well. Particularly, 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. The SRMR is also below the suggested threshold of 0.08, confirming that the model is adequate according to Hu & 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.

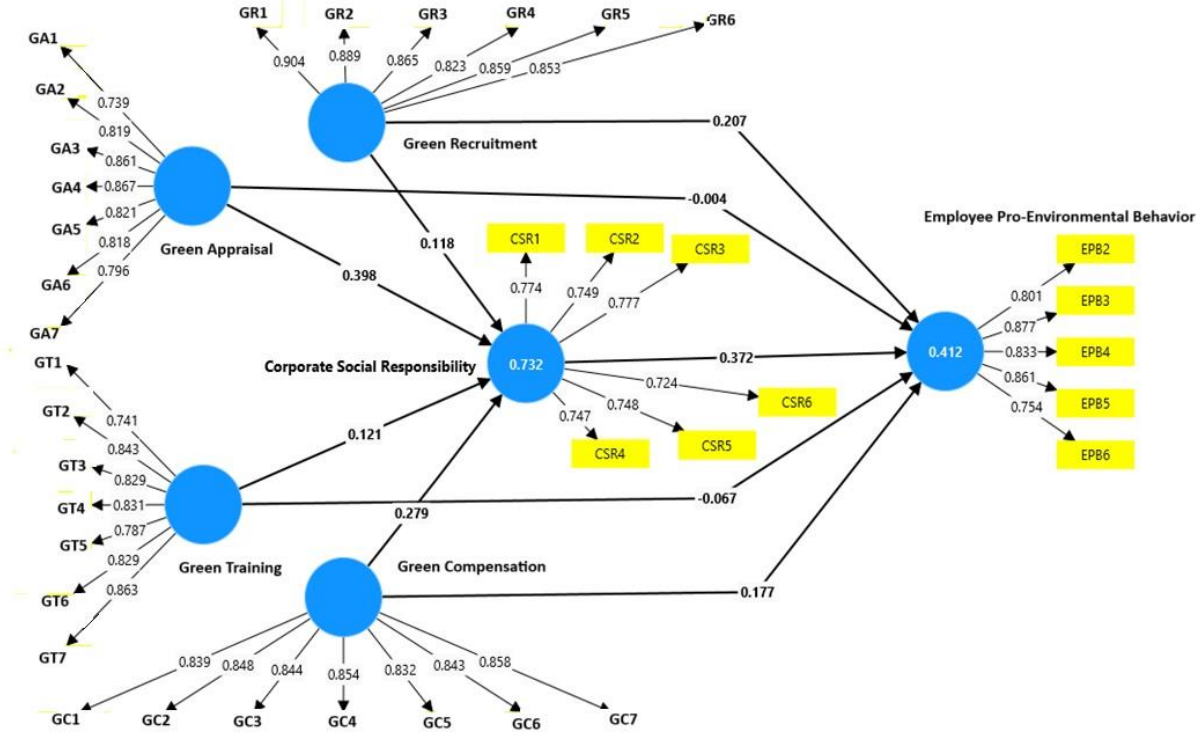

Figure 2. The Estimated Structural Equation Model

3.1.4. Validity Test

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. To make the study's conclusions more reliable, these thorough assessments make sure the constructs used are resilient and valid.

Table 4: Discriminant Validity- Fornell-Larcker Criterion

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

Table 5: Discriminant Validity- Heterotrait-Monotrait Ratio (HTMT) – Matrix

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

3.1.5. Structural Model Evaluation

After VIF test, 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. In this analysis, each hypothesis was assessed as 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: Green Recruitment (GR) → Corporate Social Responsibility (CSR)

The hypothesis examines if better green recruitment improves CSR. The path coefficient is 0.055, with a T statistic of 2.164 and a P value of 0.030, indicating a significant and positive relationship. The confidence interval (0.003, 0.218) supports this, suggesting that improved green recruitment positively affects CSR practices.

H2: Green Recruitment (GR) → Employee Pro-environmental Behavior (EPB)

Finally, this hypothesis posits that better green recruitment leads to higher EPB. The path coefficient is 0.080, with a T statistic of 2.548 and a P value of 0.011, indicating a significant and positive relationship. The confidence interval (0.043, 0.359) confirms this finding, showing that positive green recruitment practices encourage employees to engage in pro-environmental behavior.

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

This hypothesis asserts that strong CSR practices positively impact EPB. The path coefficient is 0.094, with a T statistic of 4.053 and a P value of 0.000, indicating a highly significant and positive relationship. The confidence interval (0.195, 0.567) confirms this finding, suggesting that employees are more likely to exhibit pro-environmental behavior in a company with robust CSR initiatives.

H4: Green Training (GT) → Corporate Social Responsibility (CSR)

The H4 indicates that if employment green training 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: Green Training (GT) → Employee Pro-environmental Behavior (EPB)

If EPB is enhanced by more adaptable work schedules, then this hypothesis 5 is accepted. 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: Green Appraisal (GA) → Corporate Social Responsibility (CSR)

Strong green appraisal improves CSR, according to the hypothesis number 6. With a T-statistic of 7.058 and a P-value of 0.000, the path coefficient is 0.058, suggesting a very significant and positive association. This is supported by the confidence interval (0.295, 0.526), which indicates a robust association between increased CSR practices and higher green evaluation.

H7: Green Appraisal (GA) → Employee Pro-environmental Behavior (EPB)

Better green appraisal circumstances should result in greater EPB, according to the result of hypothesis H7. There is no significant link shown by the path coefficient of 0.091, T statistic of 0.100, and P value of 0.920. Verifying that green appraisal does not have a direct impact on EPB, the confidence interval (-0.187, 0.165) contains zero.

H8: Green Compensation (GC) → Corporate Social Responsibility (CSR)

Better green compensation has a favorable effect on CSR initiatives, according to the result of Hypothesis H8. The T-statistics of 4.019 and a P-value of 0.000 accompany the findings that reveal a route coefficient of 0.070. Higher levels of green remuneration are linked to stronger CSR activities, demonstrating a substantial and favorable association. Additional evidence supporting the hypothesis is the absence of zero in the bias-corrected confidence interval (0.139, 0.415).

H9: Green Compensation (GC) → Employee Pro-environmental Behavior (EPB)

In this case, H9 proposes that EPB levels rise because of enhanced green 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.

The hypothesis testing in Table 5 reveals significant relationships between various workplace factors and their effects on Corporate Social Responsibility (CSR) and Employee Pro-environmental Behavior (EPB). Green Recruitment (GR) positively

affects both CSR and EPB, suggesting that better green recruitment promotes CSR practices and encourages employees to exhibit pro-environmental behavior. CSR itself has a robust positive impact on EPB, indicating that strong CSR practices encourage employees to engage in behaviors that support organizational goals. Green Training (GT) shows marginal support for enhancing CSR, indicating a weak positive influence, but does not significantly impact EPB, suggesting that green training does not directly promote pro-environmental behavior. Green Appraisal (GA) measures strongly enhance CSR, with highly significant results, but do not significantly influence EPB, indicating that while better green appraisal conditions are crucial for CSR, they do not directly lead to increased EPB. Green Compensation (GC) significantly enhances CSR, with strong statistical support, and marginally impacts EPB. Specifically, higher green compensation levels are associated with better CSR practices, and there is some evidence suggesting a positive, though weaker, influence on EPB. Overall, these findings highlight the importance of improving green compensation, green appraisal, and green recruitment to enhance CSR practices, which in turn fosters greater EPB. However, the direct effects of green training and green appraisal on EPB are limited.

Table 6: Results from direct hypotheses test

Hypotheses	Paths	SD	T Values	P values	Confidence interval	Supported
H1	GR → CSR	0.055	2.164	0.030	0.003, 0.218	Yes
H2	GR → EPB	0.080	2.548	0.011	0.043, 0.359	Yes
H3	CSR → EPB	0.094	4.053	0.000	0.195, 0.567	Yes
H4	GT → CSR	0.055	1.943	0.052	-0.002, 0.216	Yes
H5	GT → EPB	0.100	0.647	0.518	-0.252, 0.140	No
H6	GA→ CSR	0.058	7.058	0.000	0.295, 0.526	Yes
H7	GA → EPB	0.091	0.100	0.920	-0.187, 0.165	No

H8	GC → CSR	0.070	4.019	0.000	0.139, 0.415	Yes
H2	GC → EPB	0.098	1.782	0.075	-0.019, 0.368	Yes

The research examined how green recruitment, training, appraisal, compensation affected EPB indirectly through CSR (Table 6). The following is a summary of the outcomes for each hypothesis's level of support or rejection.

H10a: Green Recruitment (GR) → Corporate Social Responsibility → Employee Pro-environmental Behavior

This hypothesis tests (H10a) the concept that GR influences EPB via CSR. 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 barely covered by the confidence interval (0.001, 0.097), yet it is nevertheless near enough to be considered marginal evidence for the hypothesis. This indicates that improved Green Recruitment might indirectly benefit EPB by raising CSR standards.

H10b: Green Training → Corporate Social Responsibility → Employee Pro-environmental Behavior

In this case, the hypothesis H10b 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 green training via CSR.

H10d: Green Appraisal → Corporate Social Responsibility → Employee Pro-environmental Behavior

Green appraisal influences EPB via CSR, according to this hypothesis (H10d). There is a 0.001 P value, a 3.478 T statistic, and a 0.045 path coefficient. A substantial indirect impact is shown by the fact that the confidence interval (0.074, 0.250) does not include zero. Accordingly, improved CSR is one way in which better green appraisal boosts EPB.

H10e: Green Compensation → Corporate Social Responsibility → Employee Pro-environmental Behavior

According to this hypothesis (H10e), CSR acts as a go-between when it comes to the effects of green compensation on 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. Thus, by improving CSR activities, green compensation has a favorable effect on EPB. Table 7 displays the outcomes of the indirect effects hypothesis:

Table 7: Specific Indirect Effect

Hypotheses	Paths	SD	T values	P values	Confidence interval	Supported
H10a	GR → CSR → EPB	0.025	1.846	0.065	0.001, 0.097	Yes
H10b	GT → CSR → EPB	0.025	1.627	0.104	-0.001, 0.099	No
H10d	GA → CSR → EPB	0.045	3.478	0.001	0.074, 0.250	Yes
H10e	GC → CSR → EPB	0.035	3.036	0.002	0.044, 0.181	Yes

Discussion

The study confirmed that better green compensation positively affects CSR (H1), with a strong path coefficient and high statistical significance, indicating that higher green compensation levels are indeed associated with improved CSR practices. This finding supports previous literature that underscores the importance of effective green compensation management in enhancing organizational outcomes and employee commitment (Goren, 2018; Lipuku et al., 2022). Although the relationship between green compensation and EPB (H2) was marginally significant, the study still suggests that improved green 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-environmental 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.

Green training showed marginal support for enhancing CSR (H4) but did not significantly impact EPB (H5). This suggests that while green training 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-environmental behavior. This aligns with findings by Bhusan and Sar (2020) that highlight the challenges of implementing green training schedules effectively. Green appraisals 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 green appraisal 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 green appraisal, these alone do not drive pro-environmental behaviors unless integrated with broader CSR initiatives. Green recruitment positively affected both CSR (H8) and EPB (H9), highlighting the importance of supportive and conducive green recruitment in fostering ethical practices and employee engagement. This supports previous findings that positive green recruitment 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 GHRM components and EPB.

Specifically, green compensation and green appraisal 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 green compensation and green appraisal into pro-environmental behaviors. The marginal support for the indirect effect of green recruitment on EPB through CSR (H10e) suggests that enhancing green recruitment 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 GHRM components with robust CSR initiatives to foster employee pro-environmental behavior. The study highlights the importance of strategic GHRM and CSR in creating positive and productive green recruitment, ultimately contributing to organizational success.

Practical Implications

Banks should prioritize competitive and equitable green 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. Investing in comprehensive green appraisal 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.

A positive green recruitment characterized by inclusiveness, 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. 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.

Given the dynamic nature of organizational environments, banks should regularly evaluate the effectiveness of their GHRM practices in promoting CSR and EPB. This involves monitoring employee perceptions, conducting regular audits of GHRM 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 GHRM practices to enhance CSR and EPB. By focusing on green compensation, green appraisal, green recruitment, 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.

Conclusion

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

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