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Leveraging On Human Resource Management Professionals To Support Corporate Social Responsibility Practices In the Government-Owned Bank in the Philippines: A Narrative Inquiry

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Abstract

The integration of human resource management (HRM) practices and corporate social responsibility (CSR) practices shows a gap that existing studies were drawn mostly from private-sector banks and relied on quantitative and correlational approach, which makes government-owned banks underexplored. The study uses narrative inquiry using in-depth, semi-structured interviews, and purposive sampling. The participants' demographic profile showed that all six (6) participants were HRM professionals and aged between 28 and 41 years old. In terms of work experience, the participants had 2 to 9 years of tenure. By utilizing Butina's (2015) narrative thematic analysis, Stakeholder Theory, and McWilliams and Siegel's Corporate Social Responsibility: A Theory of the Firm Perspective, we found that HRM's role was leveraged through integrating their role with CSR plans and employee volunteering. HRM role was leveraged through linking CSR practices into its own existing systems and functions. HRM's role was leveraged through formal incentives, rewards, performance appraisal tied to volunteerific hours, a combination of recognition efforts and multi-channel communication, while allowing flexible employee involvement in CSR. HRM's role was leveraged through consistent implementation of CSR activities, visible leadership support, and HRM-CSR integration which fosters CSR culture. This research contributes to the HRM and CSR literature by addressing the absence of research using narrative inquiry methods on the perceptions and experiences of HRM professionals regarding their role in CSR. Future work includes building on this study with additional information that brings these individual stories together, allowing a better understanding of HRM professionals' experiences in CSR.

Article Info

Keywords:
Human Resource Management Professionals, Corporate Social Responsibility, Government-owned Bank, CSR Practices, HRM Practices, HRM-CSR Integration, CSR Culture, HRM Perception, Environmental Activities, Employee Participation, Employee Commitment, Volunteerism, Narrative Inquiry

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INTRODUCTION

Research studies in the alignment of corporate social responsibility (CSR) with human resource management (HRM) have slowly appeared in academic research. Based on the timeline of studies on HRM-CSR integration in the banking sector and sustainability, past research in 2006 already highlighted how corporations began the integration of social and ethical responsibilities into HRM development. The literature emphasizes the concept of CSR as applied to HRM development practices and discusses corporate responsibility in relation to HRM (Wilcox, 2006). However, it took another decade until 2018 for the continuity of studies about HRM-CSR (Diaz-Carrion et al., 2018). This long gap in the timeline reveals how the HRM-CSR connection remained underexplored. Prior to the current year (2025), literature cited on the exploration of the HRM-CSR relationship in government-owned banks remains limited, with CSR being treated as separate from the HRM practices. This research aims to narrate the integration of CSR and HRM within the government-owned bank.

In the global perspective, regarding the alignment of HRM-CSR, HRM professionals are seen as taking the lead to drive the organizations to develop employment practices with the CSR orientation. This literature shows the impact on improving the organization internally and externally which enhances the employee engagement and commitment to the organization and society (Diaz-Carrion et al., 2018). CSR and HRM are considered powerful tools of organization, and the study has grown more in the last decade. Additionally, the relationship of these two has different interpretations and perspectives in the organization (Herrera & De Las Heras-Rosas, 2020). In recent years, government-owned banks in the Philippines practice and highlight their CSR practices and efforts due to their public and social mandates as a government-owned institutions that is consistent with the state policy of government-owned or controlled corporations (GOCCs) operate as manner to be responsive to the needs of public interest and to support national development programs. In the government-owned bank, the department of Human Resources Management is separated from the Corporate Affairs department, which oversees the bank's CSR activities. Although departments are separate, both help each other to coordinate and organize CSR activities. Therefore, the researchers aim to understand the role of HRM with Corporate Affairs in managing CSR activities, despite being organizationally separated.

An emerging study highlights that the role of HRM is traditionally viewed only as an operational function instead of strategic contributor in implementing CSR, which the HRM and CSR relationship can function well (Sarvaiya et al., 2016). Study supports that HRM professionals have been ignored or left out when the organization plans and implements CSR practices. As the HRM professionals have been neglected, this is harder to carry out these CSR practices effectively. However, the situation is currently changing because organizations are beginning to recognize the important role of HRM professionals in leading employees about the value of CSR practices in the organization. Through this role, HRM helps promote employee engagement in banking institutions by encouraging employee participation through social responsibility practices (Sobhani et al., 2021).

When focusing on performance at the organizational level, many HRM practices have little or no direct correlation to CSR and sustainability efforts. Also the HRM role sees a more important part in the implementation and design of the organization's CSR efforts (Stahl et al., 2020). The literature explains that HRM professionals are involved in CSR both strategically and operationally in supporting and executing CSR practices. However, these may only vary as organizations have different contextual factors (Sarvaiya et al., 2016). A major challenge mentioned is the lack of integration between CSR and HRM in organizations (Herrera & De Las Heras-Rosas, 2020). CSR topics are important for employee participation. Still, some organizations fail to provide enough training or workshops for employees to participate in (Alfiansyah & Arief, 2023). This shows limited understanding of the CSR and HRM in a government-owned bank. Therefore, this research aims to provide insights on how HRM practices support CSR practices by aligning social and environmental activities with the employee participation. Also, to examine how HRM professionals perceive their roles to support CSR practices within the government-owned bank in the Philippines.

STATEMENT OF THE PROBLEM

This study will specifically address the following research questions:

1. How do human resource management (HRM) professionals working in the government-owned bank perceive their responsibility carrying out corporate social responsibility (CSR) practices?

2. What distinct environmental activities are integrated into human resource management (HRM) practices in the government-owned bank in the Philippines?
3. What human resources management (HRM) practices influence employee commitment and participation regarding corporate social responsibility (CSR) practices?
4. What are the human resource management (HRM) practices that foster a culture of corporate social responsibility (CSR)?

THEORETICAL LENS

The stakeholder theory of organizational management and business ethics discusses the moral and ethical values of organization, how it is managed, and these portrays capitalism as a system that emphasizes the common link between a business and all of its customers, suppliers, employees, investors, and every person who has interest in the organization posits the importance of generating value for all of their stakeholders, including but not limited to their shareholders (Freeman, 1984). The stakeholder theory explains that managers of an organization should be able to reconcile the needs of other stakeholders and the interests of shareholders (Freeman, 1984; Freeman et al., 2004 as cited in Macini et al., 2020). Stakeholders are also defined by the stakeholder theory as any individuals or groups of stakeholders whose interests may either positively or negatively impact the organization's goals and they include people who have a direct relationship with the organization or a vested interest in the outcome of the organization's activities (Freeman, 1984; cited in Eyasu & Arefayne 2020). The different types of stakeholders may include, owners, employees, customers, local communities, the environment, and large society (Carrol, 1991; Turker, 2009; as cited in Eyasu & Arefayne 2020). A business must consider all aspects of its relationships when determining the best to facilitate while achieving its purpose and every business ensures that corporate entities actively participate in addressing the interest of the general public should create wealth for society through CSR practices (Freeman et al., 2004, as cited in Nwude & Nwude, 2021).

The stakeholder theory, in the context of sustainability, has been shown to be significant in its ability to demonstrate how stakeholder pressure influences an organization's implementation of environmental practices (Darnall et al., 2010; Ferron et al., 2017; Gonzalez-Benito et al., 2011 as cited in Macini et al., 2020). In stakeholder theory, organizations can see how their alignment of HRM practices with the stakeholders' expectations is determined by their relationships with all the stakeholders, such as employees, customers, suppliers and the wider community (Barney et al., 1991; Freeman & Hannan, 1984 as cited in Zihan et al., 2024). The stakeholder theory highlights the importance of incorporating stakeholder demands into the implementation of green HRM practices that respond to environmental, social and ethical responsibilities (Guerci et al., 2015 as cited in Zihan et al., 2024).

The perception of CSR activities is positive by the managers of the organization, indicating that CSR is effectively integrated into the organization with respect to management and organizational culture (Perez, 2025). In addition to this, the organizations that practice CSR and actively involve stakeholders, comply with the law as well as have effective CSR plans can establish openness, trust, and long-term sustainability with all their stakeholders (Facon, 2024). Furthermore, Turkish banks use the stakeholders approach for the needs of corporations to have interest in stakeholders (Elsafty & Tahon, 2020). Stakeholders become more actively engaged when they recognize the value of the CSR initiatives (Sattayapanich et al., 2022).

Additionally, organizations are responsible to stakeholders for their behavior on community development, business ethics, diversity, environmental policies, corporate governance, job creation problems, and human rights (Ljubojevic et al., 2012 as cited in Eyasu & Arefayne, 2020). Stakeholder engagement is important for business financial performance due to CSR (Ansong, 2017 as cited in Eyasu & Arefayne, 2020). According to stakeholder theory, the CSR practices success depends on if the needs of all stakeholders was fulfilled whereas the support of the stakeholders is especially important in critical times (Poluan et al., 2024; Hemtanon & Gan, 2021; Siwale et al., 2021 as cited in Rivera, 2024).

Stakeholder theory argues that the process is a result of the actions made by the management to respond to the expectations of society, stakeholders, and management proceeds with this by offering voluntary information that serves for the purpose of improving its reputation (Alotaibi & Hussainey, 2016; Farook et al., 2011 as cited in Alsheikh et al., 2025). Stakeholder theory provides evidence that in order to achieve long-term success, there is a need to address the concerns of stakeholders where firms must take the interests of all stakeholders into

account and focus on serving the interests of the groups that are most important to their success (Boesso et al., 2015; Farooq et al., 2014 as cited in Diaz-Carrion et al., 2018). Stakeholder theory argues the importance of incorporating community and societal interests into their daily operations and strategic goals as the pillar for long-term profitability and sustainability of business activities (Freeman & McVea, 2005; & Freeman & Dmytriyev, 2017; Brown & Forster, 2013 as cited in Francis & Manjaly, 2024).

To further support the role of CSR in the context of HRM, the study incorporates the Corporate Social Responsibility: A Theory of the Firm Perspective proposed by McWilliams and Siegel. The authors presented the supply-and-demand theory of CSR, in accordance with which organizations do respond to the demand for CSR made by various stakeholders (customers, employees, suppliers, communities, governments, and shareholders) (McWilliams and Siegel, 2001 as cited in Jones et al., 2017). CSR is understood to be a behavior that has a positive impact on the society beyond the company's interests, legal requirements, and introduces the idea as the process of using organizational resources where (McWilliams and Siegel, 2001 as cited in Ekienabor et. al., 2022). Importantly, the organizations can obtain recognition by doing good through the use of business programs or practices. The example of CSR-based management practices can be implemented by progressive HRM practices (McWilliams and Siegel, 2001 as cited in Bedoya et al., 2024). Therefore, this theory provides a foundation for analyzing HRM as one of the organizational functions that can support CSR and this is applicable to the study because it addresses the research questions and functions of HRM in CSR, HRM-CSR integration, and examining the roles of employees in CSR where employees are among the groups of stakeholders that can create CSR demand (McWilliams and Siegel, 2001 as cited in Jones et al., 2017).

SCOPE AND LIMITATIONS OF THE STUDY

This study's confined to narrate the involvement of HRM professionals in CSR activities within the government-owned bank in the Philippines. Although research efforts targeted several government-owned banks, institutional access was granted by only one government-owned bank. Hence, the findings may not be generalizable to larger industries. The research uses purposive sampling aimed to utilize qualitative data collection through semi-structured interview that focuses on the perception of HRM professionals actively managing CSR activities. A minimum of two years of service with age ranges of 25 to 50 years old is required to ensure that they have direct experience in supporting CSR practices specifically related to employee engagement and environmental sustainability. To analyze the ability of the government-owned bank is limited as participants were hesitant to disclose internal HRM-CSR practices. Furthermore, the participants' responses reflect their personal and professional views on the topic and do not directly represent the bank. The exact number of HRM professionals in the selected bank was not disclosed due to confidentiality policies. Therefore, the depth of the study may be affected by the methodological limitations associated with purposive sampling. The study has a limited timeframe which is only for the academic year of 2025 to 2026, alongside the constraint of limited available resources to researchers, which may impact the depth of investigation.

SIGNIFICANCE OF THE STUDY

Specifically, the study will be significant to the following, as this will help them recognize the important role of HRM professionals in supporting CSR practices in a government-owned bank.

Government-Owned Banks. This study may provide a clear guide on how to make social responsibility a permanent part of the organization. This study shows that the integration of national development goals and CSR into the internal operations of a government-owned bank may allow them to make CSR a fundamental part of their identity instead of simply an additional activity.

HRM professionals. This study shows that HRM professionals may contribute to better understanding of their developing roles as sustainability partners.

Employees. This study shows what factors help improve employee engagement and morale.

Environmental Sustainability Initiatives. The study may enhance the implementation of environmental sustainability initiatives in government-owned banks by identifying how HRM practices support and implementation of CSR programs.

Future Researchers. This may help to fill research gaps in existing research by looking at how HRM professionals understand and apply CSR practices, and serves as a basis for further comparative research.

DEFINITION OF TERMS

To understand the contextualization of the study and crucial definitions of commonly used terms will be provided;

Corporate Social Responsibility (CSR). This is generally used to describe an organization's commitment to act in accordance with accepted societal goals and values.

CSR Culture. This refers to the values, beliefs, practices, and norms that create the culture of CSR within the bank.

Employee Engagement. The study defines how engaged, involved, and committed to organizational success employees will be.

Employee Commitment. This refers to the alignment and commitment of employees of state-owned banks with the principles of CSR.

Employee Participation. This refers to active involvement of employees in CSR practices and environmental initiatives supported and carried out by HRM professionals in a government-owned bank.

Geographically Isolated and Disadvantaged Areas (GIDA). This refers to government-recognized communities that have very limited access to basic services and only benefit from the support provided through CSR programs.

Government-owned Bank. This explains the financial institution owned and operated by the government or funded through government resources created to assist with government sponsored programs that include governmental policy objectives.

HRM-CSR Integration. This study explains the strategic linking and connecting of CSR practices to HRM practices within an organization by including social and environmental goals within employee-related activities in order to enable HRM to become more than just an operational function but rather a strategic partner in supporting and driving the use of CSR.

Human Resource Information System (HRIS). This refers to a digital platform used for the management and processing of HR-related information, forms, documents, and functions.

Human Resource Management. HRM professionals work within the government-owned bank, who are involved in the implementation and support of CSR practices, through their responsibilities to engage, train and help build the organizational culture of an organization through employee development, employee engagement, employee training, and employee culture building through the HRM function.

SERVE Pillars. This refers to the government-owned bank CSR framework representing Sustainability, Environment, Resilience, Volunteerism, and Education, the five thematic areas under which its CSR programs are organized.

Viva Engage. This is a communication service provided as part of Microsoft Teams and used by the government-owned bank for information and announcements.

Volunteerism. This is voluntary, non-mandated participation of employees in activities that support communities and the organization's CSR programs.

Volunteerific Hours. This is a measurement tool for documenting and acknowledging employees`engagement in CSR activities.

Volunteerific Program. This represents the main program through which HRM professionals support employee involvement in CSR and serves as the operational bridge between HRM practices and CSR activities.

LITERATURE REVIEW

HRM PROFESSIONALS' PERCEPTION OF CSR

HRM has a vital role in implementing CSR in organizations (Mulya 2025). Successful implementation of CSR initiatives in the organization can be achieved through the organizational goals in promoting sustainability, social and environmental aspects (Bristol-Alagbariya et al., 2023). HRM integrated CSR by hiring people based on their commitments and uses performance management systems to set relevant key performance indicators (Mulya 2025). The hiring practices of Indian banks aim at equitable compensation systems that implement CSR activities in various forms (Shahid et al., 2025). Sustainability can be achieved through the integration of HRM and CSR focusing on recruitment, training, and performance management by aligning CSR with organization's goals (Bristol-Alagbariya et al., 2023). HRM can require CSR to transform management practices by considering the overall greater impact of these changes to the engagement of

employee, organizational learning, and culture development (Siddiqi et al., 2021). Employee engagement programs will help implement HRM that supports CSR practices which aim at sustainability and community involvement (Nair, 2025). Also, good HRM strategy makes positive, and successful CSR programs (Manurung et al., 2021). The HRM-CSR integration impacts employee commitment and organization's values and these are the two main reasons why organizations need to fully integrate their CSR practices and achieve excellence through HRM techniques (Azizi et al., 2025). The relationship between various HRM practices with CSR requires the ethical practices in the modern HRM seeks to provide diversity as well as the making compatible of HRM strategies and CSR objectives (Asuzu et al. 2024). The HRM has roles on survival of organizations and can still be improved in implementation, but there is still a problem in rewards, conflict in role, traditional organizational culture, and support from shareholders and management (Adhikari & Shrestha, 2024). CSR and HRM have continuously developed and interacted with one another over time as they are related due to their environmental commitment (Herrera & De Las Heras-Rosas, 2020). HRM-CSR integration has grown before as independent, a reason why it still needs to be explored (Siddiqi et al., 2021).

HRM PRACTICES AND ENVIRONMENTAL ACTIVITIES

The green recruitment and selection, pay, and rewards as HRM practices show positive performance in corporate sustainability in the banking sector (Jamal et al., 2021). In terms of the increase in commitment, green recruitment, training and development show positive impact in the green behavior of the organizations that improve commitment to the environment (Purba et al., 2024). Environmental HRM practices in the financial sector shows an important role to achieve corporate sustainability, and training and green recruitment initiatives help for long-term commitment in environment and social objectives (Gabhane, 2025). These HRM practices that organizations implement enhances employee engagement, reduced environmental impact, and strengthens the corporate reputation (Gabhane, 2025; Basher & Farzana, 2025). Public banks benefit in providing various training programs about sustainability such as zero waste life, and individual banks provide seminars and training for a sustainable world, and training and development practices acquire full participation of employees and stakeholders which promote sustainability and green behaviors (Özbay et. al, 2024). Recruitment and selection as financial institutions support sustainability in the banks of India and China (Shahid et. al, 2025). The employee participation improves commitment and performance in the banking institutions (Shaikh & Mahesar, 2024). HRM practices enhance employee service behavior within Bangladesh banks showing the role of environmental sustainability into HRM and positively impact the performance, as well as the influence of green performance through employee engagement that affects the organization identity and HR management (Rahman, T. et al., 2025; Uddin et al., 2023).

Employee contribution shows great tendency to participate in the environment when receiving recognition (Uddin et al., 2023). Moreover, employees' perception will greatly influence their environmental behaviour for the environmental issues (Jora, 2025). By integrating CSR and green banking, growth of the environment and banks is possible (Borhade et. al., 2024; Tanveer et al., 2023). As long as a company is engaged in CSR, its performance becomes better, as long as it keeps contributing to the wellbeing of the society around and this results in enhancement of green practices with the presence of stability in the environment (- & Tarigan, 2022). The study highlights that HRM in banking organizations sees an important role in promoting responsible environmental actions which impact environmental sustainability (Rakin et al, 2020). Competitive pressure drives the banks to participate in environmental practices which provides improvement on their environmental performance (Fauzie et al., 2025). Study confirms organization’s participation benefits for growth with the practices of environmental sustainability as this involves enhancing the employees wellbeing which can be also effective to control the environmental pollution (Madero-Gómez et al., 2023). The concern is the requirement to participate in environmental sustainability as compliance to sustainable development goals and addressing this, HRM in the Hungarian sector visibly contributes to the sustainable growth that supports the areas of workplace and environment responsibility (Szőke & Lakosy, 2025). Lastly, following green recruitment strategies such as a shift to paperless activities contribute to environmental sustainability (Hossain et al., 2023; Jannat et al., 2021). In contrast, a number of banks have already started implementing sustainable practices and HRM initiatives in their workplaces but there are still several challenges that need to be addressed, including lack of knowledge of these practices among employees, lack of support from management as well as resistance to change from employees and managers (Mahdia, 2024).

HRM PRACTICES INFLUENCING CSR PARTICIPATION AND COMMITMENT

Effective CSR and HRM practices help employees to feel secured, skilled, and valued in the organization. Empowerment of workers, fair compensation, training, and presence of effective HR serve as the factors ensuring employee satisfaction and better performance that could be factors to keep the employee (Assefa & Kassa, 2021; Kale & Kediya, 2024). Ensuring the increase in commitment and well-being results in the increase in employee engagement, loyalty, and trust that further contributes to the better performance (Malik et al., 2023). Stakeholder involvement promotes ownership and accountability in making decisions (Riyadi et al., 2025). This demonstrates that the more involved employees are in their jobs, the more likely employees help the organization and do extra work with recognition and reward that help employees to stay motivated. (Jrad, 2020; Ghimire et al., 2024). In the organization, HRM and CSR show a strong association through trust. The organization's trust can reinforce the employee's motivation and commitment given by their transparency in managing performance appraisal, fair recognition and reward system, and proper training (Sultana & Khandakar, 2022). In addition, linking CSR with core HRM operations leads to sustainability and long-term success (Szoke & Lakosy, 2025). CSR integration in HRM had a positive effect on the organizational and employee performance through continuous involvement of the community-related activities, supported by research on CSR involvement and employee engagement in community development (Azizi et al., 2025; Nair, 2025). Research produced no impact on between reward and pay systems if there is no support from HRM. (Riaz & Siddiqui, 2020). In the Philippine context, training and development, hiring and training improved employee participation and performance in CSR practices, (Tampol & Aguiling, 2021).

HRM PRACTICES FOSTERING CSR CULTURE

HRM fosters a CSR culture with an inclusive and ethically responsible organizational culture. It has to start first in the organization and then establish standards for the ethical behavior before the expansion of sustainability efforts and include external stakeholders of the organization (Mulya, 2025). The building of ethical culture in the workplace through the implementation of HRM practices relates to the organization's development of its culture (Gautam & Saud, 2024). Also, the companies that implement effective HRM practices are experiencing improvement in workforce conditions. Ethical decision-making as one of the foundation pillars of sustainable HRM and the alignment of CSR efforts with ethical principles can build a unified strategy, benefiting the community, environment, and the organization (Ezeafulukwe et al., 2022). The integration of HRM and CSR makes an organization more effective in developing a workforce aligned with the organization's vision. The study explains the HRM practices are moderately correlated (0.65) in CSR, as both mutually reinforce shared sense of purpose in the workplace (Azizi et al., 2025). The HRM functions such as recruitment, training, and performance management ensure employees are aware of the organization's CSR commitment, for instance, embedding CSR values into their talent acquisition tends to attract more professionals that prioritize the ethical business practices which strengthen the corporation culture. As CSR links to the rewards and recognition, it shows that CSR is not an organization's obligation but a natural part of business operations (Mulya, 2025). HRM Practices aid the improvement of employee awareness about ethical issues, as well as making CSR and corporate sustainability (Frye, 2020) because of common discourse around employee engagement and well-being (Sarvaiya & Arrowsmith, 2021). Appropriate implementation of CSR principles into HRM practices results in desirable employees' work attitudes and behavior. Therefore, these employees are not only the better employee performers and the less likely to leave the organization (Jarkovská P. & Jarkovská M., 2020). Conversely, the value integration of HRM-CSR culture is not about whether the organization is multinational or local. The main reasons are the external institutional pressures and managerial behavior. However, all pressures are not equally strong, also the managerial behavior has an effect on whether CSR is applied in HRM (Bar-Haim & Karassin, 2022).Integrating the HRM and CSR fosters an organization that motivates the workforce and enhances corporate image, strengthening the relationships with different stakeholders (Azizi et al., 2025). In the banking sector of Pakistan, employee retention improved through the help of company culture and various HRM practices because when the workplace has a respectful and inclusive environment, employees are unlikely to leave the company (Amjad & Khan, 2024). Having CSR activities and HRM practices allows the employees to stay in the company, and socially responsible HRM improves organizational behavior and retention in the company (Sobhani et al., 2021). The connection of HRM practices and CSR are important because they link the company's environmental and social goals. Moreover, CSR supports the use of HRM practices in the organization (Zihan et al., 2024). Also, the managerial skills and active employee strengthen an organization's sustainability performance (Kutaula et al., 2024). The quality of HRM is a critical factor in the success of banks in achieving their mission and vision (Muttaqiean et al., 2023),

and a responsible leader creates a culture that supports sustainable development and the skills associated with communication, leadership, and teamwork through leadership support (Liu et al., 2023; Muttaqiean et al., 2023). The leaders who support diversity in the workplace, prioritize employee well-being, and promote equitable treatment to the employees further reinforce the HRM practices that support CSR. However, misalignment between HRM and organization's leadership culture will lead to inconsistencies in CSR implementation results in confusion on how to support CSR through HRM policies, gaining no support from the employees, and the perception of CSR as a public relations tool are doubted by outside stakeholders (Mulya, 2025).

SYNTHESIS

The literature review in the field of banking sector shows the connection between HRM and CSR. Research shows that it is important for HRM practice to be implemented for the integration of CSR in banks. As mentioned in the literature, HRM functions in recruiting and selecting, training, performance, green initiatives, and culture play the role of ways through which CSR could be embedded.

It can be also mentioned that HRM practices help achieve better environmental understanding and improve active participation of employees. However, existing HRM-CSR literatures are focused on private banking institutions of other countries, use quantitative/correlational approach, and treat CSR as unrelated or distantly related to HRM rather than as something HRM professionals narrate about it. There is no research using narrative inquiry methods into perceptions and experiences of HRM professionals regarding their role in CSR in a government-owned bank in the Philippines. Therefore, this study addresses the need to explore leveraging HRM professionals in a government-owned bank using their roles to support CSR practices, the environmental activities that are integrated into HRM practices, and HRM practices mostly influencing employee commitment and CSR culture.

METHODOLOGY

RESEARCH DESIGNS

Narrative inquiry recorded the experiences of an individual, particularly marginalized populations whose voices are often overlooked. Narrative inquiry reveals perspectives to understand situations typically through interviews into chronological narrative (Deakin University, 2026). It focuses on storytelling and relationships that promote the kind of knowledge that is shared (Denzin & Giardina, 2016 as cited in Berry et al., 2022). Through narrative inquiry, researchers are capable of composing narrative stories based on their experiences and perspective (Clandinin and Huber, 2010 as cited in Berry et al., 2022).

TRADITION OF INQUIRY AND DATA GENERATION METHOD

The study utilized in-depth interviews to gather detailed and first-hand narratives from the participants about their experiences and perspectives on CSR practices. In-depth interviews were needed to be used for the participants' narratives (Butina, 2015). This allowed the researchers to understand and explore participants' perspectives without limiting their responses through fixed questionnaires that allowed the participants to share the depth of their experiences freely and in full context. The study followed the general interview guide approach, an outline of broad and open-ended questions that was prepared ahead of time to ensure that all important topics were discussed. At the same time, participants were given the freedom to answer in their own words and share detailed experiences (Butina, 2015). This approach provided consistency among participants with the openness to bring out rich and narrative-based data. Purposive sampling was used for the selection of participants based upon their relevance to the research question, which allows researchers to gain details and contextual understanding. (Tajik et al., 2024).

SOURCES OF DATA

The primary source of information came from the responses of HRM professionals employed within the government-owned bank that have active involvement in supporting CSR practices. The exact number of HRM professionals in the selected bank was not disclosed due to confidentiality policies. Thus, purposive sampling employed to select available HRM professionals that are directly responsible for supporting and managing CSR practices within the government-owned bank in the Philippines.

Table 1. Demographic Profile of Participants

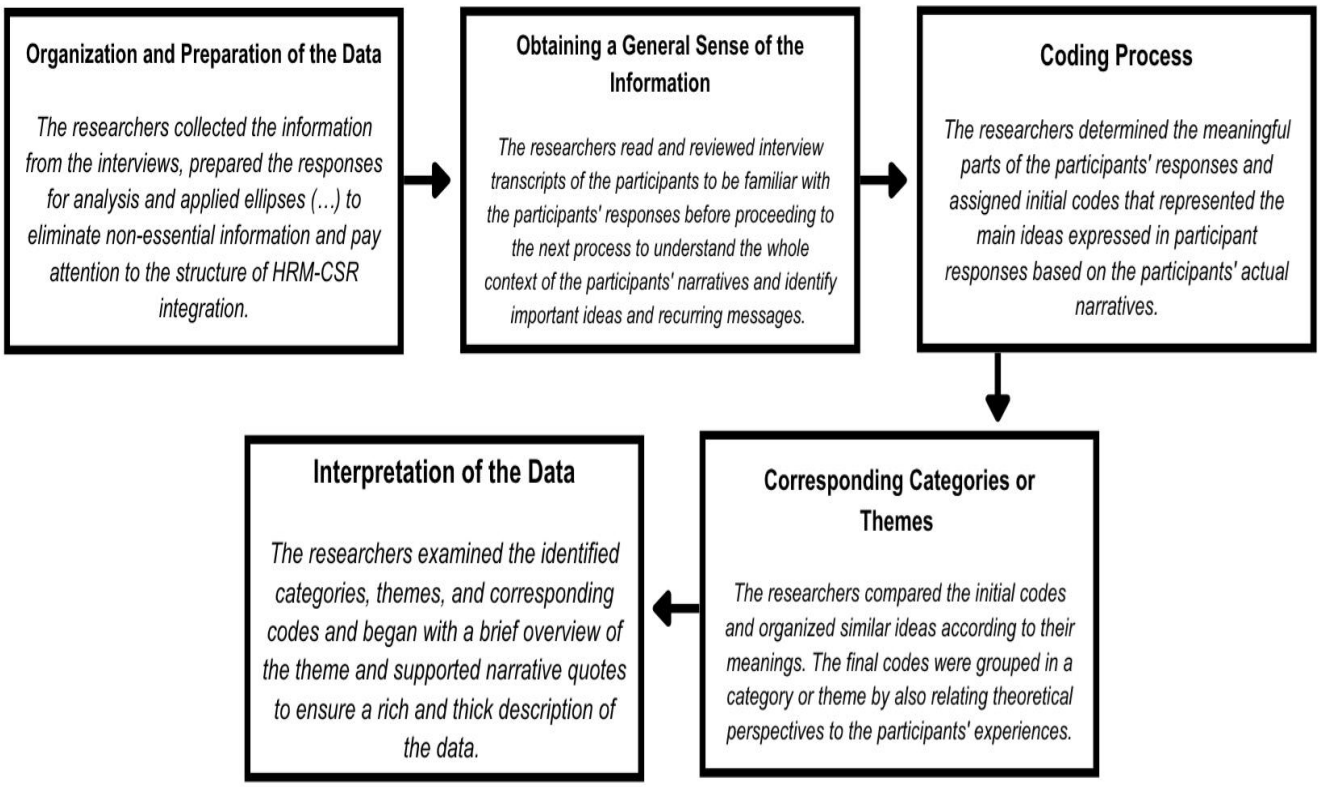
NAME	AGE	POSITION	TENURE
Adrian	41	Human Resource Management Analyst Specialist II / ERD	9 years
Brian	36	Employee Relations Department	2 years
Carla	28	Employee Relations Department	2 years
Diana	33	Employee Relations Department	2 years
Elle	28	Employee Relations Department	2 years
Fiona	38	HR Admin/ Personnel Administration Department	7 years

In addition, the study also proved that 6 to 12 participants is sufficient to achieve saturation (Guest et al., 2006 as cited in Squire et al., 2024; Yildiz, 2025). Following the recruitment process, 6 (six) eligible participants consented and completed the interviews. In the data gathering process, participants' demographic profiles were also collected to have an accurate description of the participants. The participants' demographic profile showed that all six (6) participants were HRM professionals and aged between 28 and 41 years old. In terms of work experience, the participants had 2 to 9 years of tenure. Participants came from two departments which were Employee Relations and Personnel Administration. All participants met the requirements of the study.

INSTRUMENTATION

This research used semi-structured interview guides and open-ended questionnaires to gather qualitative data among HRM professionals' perceptions and their role in supporting CSR in a government-owned bank. This instrument intended to gather the various aspects of HRM supporting the CSR activities in a government-owned bank. Each interview took approximately 30 to 60 minutes, subject to participants' convenience. Interviews were recorded with participant permission in order to accurately record participant data and researchers will take detailed notes during all interviews to document all information. Michelle Butina (2015) describes narrative thematic analysis as a method of identifying important themes in narratives of the participants.

Figure 1. Modified Version of Michelle Butina (2015): Narrative Thematic Analysis



In the first stage, the researchers collected the data from the interviews and prepared the responses for analysis. Then, the researchers transcribed and prepared the participants' responses while ensuring accuracy and completeness. Butina's initial stage was followed, however, instead of applying only highlighting technique, ellipses (…) were also utilized to eliminate non-essential information and pay attention to the structure of HRM-CSR integration. The researchers made sure that the narratives of the participants were preserved as the primary source for analysis.

In the second stage, the participants' narrative was read and reviewed by interview transcripts several rounds to have familiarization with the participants' responses and understand together (Butina, 2015 as cited in Belbase et al., 2021). This step helped the researchers to understand the whole context of the participants' narratives and identify important ideas and recurring messages (Butina, 2015 as cited in Belbase et al., 2021).

In the third stage, the inductive coding was performed (Butina, 2015 as cited in Atmojo, 2025). In the study, the researchers used initial codes to organize the experiences, perceptions, and views of the participants' responses connected to HRM and CSR.

In the fourth stage, the researchers compared the initial codes and organized similar ideas according to their meanings. The final codes were grouped in a larger category or theme as meaningful occurrences found in the participants' narratives. After completing this stage, the author carefully considered coding answers received from research participants and established relevant themes that corresponded with the research questions, theories that are relevant to the study particularly Stakeholder Theory and perspective on Corporate Social Responsibility.

In the fifth stage, the researchers examined the identified categories, themes, and corresponding codes to determine the narratives of the participants that revealed the topic being studied. The researchers interpreted the meaning of the narratives related to the research questions rather than simply restating the responses of the participants and using narrative quotes in every narrative account.

ETHICAL CONSIDERATIONS

Informed consent clearly demonstrated to the participants from the beginning, this ensured them to understand what their participation involves. Participants were given an option to not participate in the study. Data collected in a secured manner ensures participants' identities remain confidential and only researchers have access to raw data collected. Following the Data Privacy Act of 2012, the research collected only the necessary information as well as to protect any personally identifiable information. All employees' information were protected from unauthorized use or disclosure. The interview questions used neutral and open-ended questions to avoid leading the participants toward particular responses and all participants treated fairly. The design of research had fair distribution, and no participants were harmed. Special care was taken to protect vulnerable individuals, ensuring their voices are heard and respected. In accordance with the ethical principles, the data collected was used only for making practical conclusions about perceptions of HRM professionals. Furthermore, the participants' responses reflected their personal and professional views on the topic and do not directly represent the bank.

DECLARATION ON THE USE OF AI

Adhering to the Polytechnic University of the Philippines' Executive Order No. 46, Series of 2024, titled "University Policy on the Use of AI for Research Project, Creative Work, Thesis, and Dissertation," the researchers affirm to utilize AI (Artificial Intelligence) tools as additional sources of data collection in the course of producing the thesis. The use of AI tools was limited to aiding specific research tasks such as literature searching and organizing, gathering information from relevant studies, initial thematic organization, research brainstorming, and the refinement of qualitative codes and themes. The researchers were nevertheless responsible for the accuracy of the interpretation, choice, and representation of all the data, conclusions, and information in the study. The researchers recognized that AI-generated results may contain inaccuracies, missing information, biased or inaccurate interpretations. As a result, the information retrieved through AI was verified based on primary sources, the information prepared by researchers that took responsibility for the truthfulness and soundness of the AI-generated data. The researchers made the necessary corrections and deletions if something was found incorrect or not supported by evidence.

RESULTS & DISCUSSION

Table 2. Data Analysis of Adrian's Narratives

Example narrative thematic analysis performed by Adrian's transcripts. The label "Y" is assigned to represent the interviewer. In the first column, bolded text highlighted the core narrative segments that will be used for initial coding found in the middle column, while ellipses "..." used to eliminate non-essential information. The final column categorizes these codes into category/theme.

Transcript Passage	Initial Code	Corresponding Category/ Theme
Y: How do you perceive your role and responsibility as an HRM in supporting and implementing CSR practices within your banks? ADRIAN: We institutionalized this 2016 kasi before... tumutulong naman talaga...aside from we want to, **we are mandated to... merong batas... na nagre-require sa lahat ng government institution na kailangan meron kang CSR program. Ang trabaho ni HR, kami ang magmo-mobilize dun sa mga hindi affected... hihingi kaming pera, mo-mobilize namin... makikipag-coordinate doon sa mga groceries... The CSR unit formulates and coordinates... ang trabaho ni HR...mo-mobilize namin..and communicate.**	(1) Perceiving CSR as a legally mandated obligation, not just a choice (2) Experience HR's role as mobilizer/coordinator of resources and logistics (3) Distinguishing HR's implementing role from the CSR unit's planning role	(1), (2), (3) HRM professionals' perceived role and responsibility in CSR

HRM PROFESSIONALS' RESPONSIBILITY IN CARRYING OUT CSR PRACTICES

Across six narratives, HRM professionals view their role in CSR as mandated and mobilizing and coordinating their work that was grounded in organizational mission. They do not create CSR programs on their own but implement decisions made by the CSR unit.

Adrian explains that HRM's responsibility is based on legal obligation, recalling that *"we are mandated to... merong batas… na nagre-require sa lahat ng government institution na kailangan meron kang CSR program."* This shows that for Adrian, HRM's responsibility is law driven rather than personal goodwill. This also implies that his work focuses on following the law by working with people rather than simply handling paperwork. He elaborates on the processes of being responsible, as he stated *"The CSR unit formulates and coordinates... ang trabaho ni HR...mo-mobilize namin..and communicate"* which clearly shows what the process of mobilization is and how the HRM role is different from the CSR unit. Thus, it can be concluded that Adrian sees limits in what he does, which is rather unfortunate. Bryan emphasized the significance of HRM in the process of implementation by stating, *"HR naman, are handling the internal, which is for volunteerism... managing the mobilization of the employees through their Volunteerific program"*. These observations suggest that HRM professionals perceive themselves as the internal engine that converts CSR intent into employee action. Carla explained this further by linking her sense of responsibility to the bank's main purpose, as she stated *"Nasa part na rin ng mission or ng vision ng bank to cater all the needs... hindi lang totally banking needs… para rin sa buhay ng mga Pilipino… paano kami makakatulong as Pilipino"*. This means that it has to do with how she perceives her responsibility as part of her identity or who she is as a person, rather than just a task to be accomplished. Diana pointed out the idea of shared responsibility when she stated, *"It's either sila or kami 'yung nag-re-reach out sa isa't isa, for to plan."* This illustrates the findings of the study indicating that HRM understand responsibility as shared rather than a top down. Elle also stated that *"Kami yung very supportive when it comes to implementation and mobilization ...yung CSR team, sila yung nagko-coordinate ng mga projects."* This also shows that HRM practitioners perceive their role as performing their duty collaboratively with other partner organizations. Fiona reported, *"In coordination sa Volunteerific, lahat yun kino-coordinate namin."* This implies that they are the one who takes care of coordinating CSR efforts.

This is supported by the findings of Bristol-Alagbariya et al., (2023), which confirms that HRM is necessary for successful CSR by linking organizations objectives with the promotion of social and environmental sustainability. This is closely related to the participants' narratives because participants do not create objectives

or goals for the organizations, but rather connect them to the employees. Similarly, the findings are also supported by Mulya (2025) that indicates HRM as a vital role in integrating CSR in a company's workforce, which backs up the conclusion by interpreting how the six HRM participants perceive their work.

This corresponds with the perspective of Corporate Social Responsibility, that the CSR is required by law (McWilliams and Siegel, 2001 as cited in Ekienabor et. al., 2022). Through the HRM practices, the CSR-based management practices can also be implemented (McWilliams and Siegel, 2001 as cited in Bedoya et al., 2024). This supported the finding because it positioned the HRM practice itself as a driver for CSR by not separating CSR department's output. This validates why participants like Adrian and Elle feel their mobilizing and nonplanning role is nonetheless a genuine and necessary form of CSR responsibility. The finding is further supported by the Stakeholder Theory premise that managers of an organization should be able to reconcile the needs of other stakeholders and the interests of shareholders (Freeman, 1984; Freeman et al., 2004 as cited in Macini et al., 2020). This is relevant because the participants' shared sense of responsibility, which involves coordinating between CSR units, leadership, and employees to serve communities affected by calamity or need, is essentially the practical, ground level work of reconciling the competing claims of different stakeholders.

ENVIRONMENTAL ACTIVITIES INTEGRATED INTO HRM PRACTICES

Across six narratives, the environmental activities integrated in HRM practices focus on both the digitization of internal HRM practices into paperless systems and the mobilization of employees into environmental works such as tree planting, clean-ups, capacity-building support, and partnership with recycling organizations.

Adrian shared how the pandemic pushes the government-owned bank to less paper, which led to an implementation of the HRIS. He stated *"pasa ka ng leave, pag prinint mo, magpa-pop-up kay manager, pipirmahan niya... pwede ka na mag-leave"* which proves that employees do not have to print documents for different purposes. This demonstrated Adrian's standpoint that the environmental activity most integrated into HRM was not a one-time initiative but a regular HRM task to reduce paper. He also recalled direct environmental fieldwork under HRM's coordination. He stated *"cleaning diyan sa Manila Bay... estero program... mangrove tree planting,"* which supports the finding that HRM's environmental role goes beyond internal practices, but also includes organizing employees to physically participate in environmental initiatives. Bryan also confirmed that the paperless campaign has been carried out across the whole bank. He stated, *"yung paperless, natutupad na bank-wide... paperless transactions, tsaka paperless na communications."* He also mentioned that *"we have disaster resilience... training for that, specifically for the employees… nagpo-provide ng capacity building support para they can train and make some livelihood out of their community"* which is significant in showing us that environmental integration in HRM includes is not only limited in reducing paper but also includes training employees for dealing with environmental hazards and giving capacity-building support for those in need. Carla likewise explained her department's environmental activity to the same digital shift. She said, *"more on talagang paperless na. Halos through PDF file na ang sending, wala nang printing."* Carla continued to explain another practice, *"Itong energy saving din nag-start nung nagkaroon ng crisis... nagpapatay ng ilaw."* It is important because it indicates that environmental integration in HRM is not a single initiative, but just a combination of practices.

Elle provided a more organized approach to this integration by indicating that the environmental initiatives of her bank are categorized under one of five pillars and that *"we also worked with specific organizations to recycle... Klaypel... and we also have partners with the circular economy."* thereby confirming the finding that environmental integration is not limited only to internal practices within HRM systems but rather allows engagement with external partners as well. Fiona's narrative confirmed the finding about the paperless practice which she stated *"Before kasi, pwedeng mag-shred. Ngayon, wala na kaming ganyan. So, lahat kami through Scanned, Teams, OneDrive,"* which, when taken together with Adrian, Bryan, and Carla narrative, shows that the paperless transformation is the most common environmental practice integration into HRM across all participants. However, Diana's response was different from others. Instead of giving some examples of her bank's environmental activities or sustainability initiatives, she talked about the Volunteerific community website and the Brigada Eskwela project, as she stated *"We disseminate information…Volunteerific community page… ang purpose nu'n is to share mga volunteerific engagement… Brigada Eskwela program..."*. This is important because it highlights how different HRM professionals may have various meanings for environmental integration. As for Diana, the environmental role of HRM requires coordination and

communication to pass information via VTLs instead of it being some special environmental or digitization activity.

The findings were supported by Hossain et al., (2023) and Jannat et al., (2021) study which claims that following green recruitment strategies such as a shift to paperless activities contribute to environmental sustainability. Thus, this directly supports participants' claims about the importance of the paperless systems as it helps organizations achieve environmental sustainability within banks. Additionally, the current results verify the study conducted by (Gabhane, 2025) who assert that environmental HRM practices in financial organizations have an essential meaning in terms of corporate sustainability as well as reaching long-term environmental and social goals. This confirms the principles of the Stakeholder Theory, stating that organizations should generate value for various stakeholders, including communities, employees, and society (Barney et al., 1991; Freeman & Hannan, 1984 as cited in Zihan et al., 2024) by meeting their different social and environmental needs (Guerci et al., 2015 as cited in Zihan et al., 2024). The examples the participants provided indicate that environmental initiatives are combined with community development projects showing the organization's understanding of their responsibility beyond business operations. This is significant because the environment can be seen as one of the stakeholders in this regard, and the activities described by participants can be interpreted as HRM's response to the implicit pressure exerted by the environmental stakeholder to minimize environmental harm. This also aligns with the perspective of Corporate Social Responsibility which view the CSR as the usage of financial incentives in addition to organizational resources, where CSR is developed by organization based on their unique resources (McWilliams and Siegel, 2001 as cited in Ekienabor et. al., 2022). This supports the finding because the HRIS, Teams platform, and voluntary participation described by the participants are precisely the type of organizational resources repurposed for environmental purposes.

HRM PRACTICES INFLUENCE IN EMPLOYEE COMMITMENT AND PARTICIPATION REGARDING CSR PRACTICES

Across six narratives, showed that employee commitment and participation were less mandated and more of a voluntary approach with formal incentives, flexible participation, and a combination of recognition and sustained multi-channel communication that made employee participation visible and rewarding, rather than being forced.

Adrian provided an example of formal incentives and he claimed, *"binibilang namin yung Volunteerific hours... hurdle is dapat 60% of employees of the sector... na-achieve mo 'yon, meron kang Php 50,000."* This showed that HRM practices shaping participation were quantifiable, collective reward tied to volunteerific hours, which gives employees a shared stake in reaching a group target. However, he also admitted there was some pushback towards this approach, as he stated, *"may clamor na, akala ko ba volunteer, bat mukha kaming pinipilit"* which was an important point because it showed that reward-based practices could influence participation while still checking what employees considered genuinely voluntary. Bryan offered a different practice built on persuasion rather than pressure, explaining that employees resisted, as he stated, *"hindi natin sila mafo-force eh, regardless kung anong sabihin natin," and that, instead "it's more of guidance."* This mattered because it showed that when rewards did not motivate some employees, HRM relied on ongoing and gentle encouragement as the main practice instead. Carla explained flexibility is effective practice in sustaining participation of employees, as she stated, *"kahit anong na-contribute mo... kung kaya, kahit magkano... PHP 10, okay lang."* This was important because it emphasized that commitment was nurtured by making meaningful participation easier, so that all employees could take part regardless of what they only have. Diana pointed to recognition combined with multi-channel communication as she stated, *"may awarding per sector kung sino 'yung pinakamataas na may volunteerific hour engagement... Viva Engage... Mga SMS... saka 'yung VTLs."* This supported the finding because it showed commitment was sustained not by a single tool but by repeating the same message across several communication channels so it could reach employees. Elle explained the competition between employees as a motivating practice, as she stated, *"Volunteerific hours na parang competition, friendly competition... continuous reminders namin with the VTL's"* which supported the finding that regular reminders and friendly competition helped keep employees participating over time. Fiona's narratives about donation-drive status on regular meetings she stated *"nakakatulong siya na mas ma-open 'yung isipan nila... next time join ako, next time ulit... mas nagiging cooperative na sila."* This showed

consistent communication did not only inform employees but also changed their attitude toward CSR from obligation to something they enjoyed and encouraged them to continuous participation.

The results support as stated by Sultana & Khandakar (2022), that in the organization, HRM and CSR show a strong association through trust. The organization's trust can reinforce the employee's motivation and commitment given by their transparency in managing performance appraisal, fair recognition and reward system, and proper training. This connected to the narratives of participants about recognition-based practices by showing what the participants described informally as awarding and recognition was the same mechanism the literature identified to build trust-based commitment. The literature also pointed out, as stated by (Riaz & Siddiqui, 2020), that recruitment and selection and performance appraisal had a significant influence on CSR, which is directly relevant given that participant narratives link volunteer hours to formal appraisal. This research supported the previous findings as it shows that recognition and incentive-based HRM practices encouraged real involvement in CSR activities of employees.

This finding was supported by the perspective of Corporate Social Responsibility, which stated that recognizing employees are among the groups of stakeholders that can create CSR demand (McWilliams and Siegel, 2001 as cited in Jones et al., 2017). This supported the result because employees who went beyond the formal reward hurdle as stated in participant narratives that workers traveling to Bantayan Island unpaid and Cebu employees who were themselves earthquake survivors still choosing to help others, were stakeholders who took their own initiative to continue CSR activities without relying on incentives. This was supported with Stakeholder Theory that stakeholders become more actively engaged when they recognize the value of CSR initiatives (Sattayapanich et al., 2022). This was relevant because of the participants' narratives on how employees became more cooperative and appreciative after they experienced CSR firsthand which aligned to stakeholders' involvement in CSR after they personally recognized the value of the initiative.

HRM PRACTICES THAT FOSTER CSR CULTURE

CSR culture is developed not through any single activities but into consistent practices of CSR activities, visible leadership support, and the integration of HRM and CSR practices into performance appraisal and employee recognition. Over time, these practices make CSR participation an expected part of organization rather than exceptional.

Adrian explained a CSR culture-building: *"Automatic na sa kanila na (mag-participate).. Meron kaming tinatawag na regular programs... eto yung laging ginagawa yearly. Share a Gift program... Invited palagi ang top management."* This showed that repetition of the same program every year, together with the visible participation of top management help the employees to become familiar with CSR and encourage them to participate naturally. As this became part of the organization routine, employees no longer needed constant announcements to participate. He also described external recognition to strengthen this internal culture, as he stated *"Kami ang benchmark... we won an award for that... tuwing merong government agency na mag-launch ng kanilang volunteer program, kami ang tinatanong,"* which supported the finding because outside recognition of the bank's CSR practice makes employees' belief that their participation is meaningful and worth continuing. Bryan also highlighted the importance of leadership support in the development of CSR culture, as he stated "it's leadership support... pag naka-cascade siya from top to down, tsaka magkakaroon ng effective mobilization," along with symbolic recognition such as *"special t-shirts for volunteerism."* His narrative explained that CSR culture is strengthened when the support starts from top management that is communicated throughout the organization and provides small symbolic incentives to make the participation something recognized. Carla also reflected that the culture had expanded over time and there is a development with the support of the bank's president, as she stated *"Recommended siya ng president na to participate... once naman na magsabi ang president, lahat naman ng sector, iko-continue nila 'yung information to all department heads."* This supported the finding of visible support from the top management with leadership makes CSR practice to grow from a single beneficiary program simultaneously nationwide. Diana highlighted the consistency is important practice sustaining CSR culture, as she stated *"Meron kaming employee recognition sa department namin, yearly,"* while also identifying *"plan and leadership support"* as the important factors. Her narrative explained that building CSR culture is not dependent on one-time activities. Instead, it supported leadership support and employee recognition to remain involved in CSR activities. Elle emphasized the direct influence of the management, as she stated *"sobrang suportado kami ng management… they also follow*

happily and voluntarily what the management wants us to do," which supported the finding that strong management support to CSR activities can encourage employee voluntary participation. Fiona's narrative identified one HRM practices, as she stated *"Volunteerific hours is kasama rin 'to sa appraisals namin,"* which is important because this demonstrates beyond the routine and leadership support, some banks foster CSR culture by embedded it into the performance appraisal system, that gives CSR become connected to HRM practices which is relevant within employees' performance and development.

The literature of (Azizi et al., 2025) confirms this finding as HRM practices were moderately connected (0.65) with CSR since they both jointly supported creating a purpose-driven workplace environment. Similarly, Mulya (2025) also explained that embedding CSR in rewards and recognition implies CSR is not just an obligation of the organization, but a natural part of business operations. This connects that directly linking volunteerific hours to performance appraisal and building CSR into an annual program are exactly the kind of embedding the literature describes as turning CSR from a separate obligation into an ordinary part of how HRM already operates. Also, in the study of Gautam & Saud (2024) emphasized that creating an ethical workplace culture is important to the development of organizational culture through the implementation of HRM practices.

The results are consistent with the perspective of Corporate Social Responsibility that the organizations can obtain recognition by doing good through the use of business programs or practices (McWilliams and Siegel, 2001 as cited in Bedoya et al., 2024). HRM programs can be considered as CSR-related actions in themselves, which supports the finding because appraisal systems and recognition programs are HRM practices and directly used as organizational resources to strengthen CSR culture rather than being outcomes of CSR activities. Thisfindings is supported by Stakeholder Theory, which explained that organizations who actively practice CSR and as well as with clear CSR plans can establish openness, trust, and long-term sustainability to all stakeholders (Facon, 2024). This is significant because the bank-wide expansion showed a strong CSR culture and helped build long-term trust, not only with the employees who support internally, but also among communities and government partners who observe these efforts from outside the organization.

SUMMARY OF FINDINGS

The HRM professionals within the government-owned bank in the Philippines perceived their responsibility in CSR as a mandated, mobilizing, and management role rather than those who primarily create CSR programs. Their responsibilities were based on legal responsibility, organizational goal, and teamwork in which the CSR unit planned the program, while HRM informed, mobilized, and managed employee engagement.

HRM practices integrated to environmental sustainability are focused on paperless digital systems and mobilization of employees to have direct environmental engagement to tree-planting, clean-ups, capacity-building support, and partnerships with recycling organizations. Also, one participant explained the absence of physical activity, in which HRM could still support environmental efforts by disseminating sustainability-related information through its regular communication channels. This shows that participants understood the environmental integration in HRM in multiple ways.

HRM practices support employee commitment and participation in CSR, while ensuring employee participation remains voluntary. These practices included formal incentives, sectoral rewards, and performance appraisal that is linked to volunteerific hours. Also, employees are given flexible ways to contribute based on their capabilities, while recognition efforts are continuously supported through multi-channel communication. However, the findings also showed that some employees resisted formal incentives because they wanted their CSR participation to remain voluntary.

CSR culture was fostered in the government-owned bank through the consistent implementation of existing programs, visible and continuous support of the organization's leaders, and the CSR practices, particularly volunteer hours which is linked to performance appraisal system and employee recognition. These practices, reinforced further by external recognition of the bank's CSR practice, gradually transformed CSR participation from an occasional into eventually becoming something they accepted and normalized as part of the organization's culture.

The results discussed were supported by the theoretical lenses and literature utilized in this study. This was aligned with the Stakeholder Theory that explained the necessity of organizations to not only maintain their legitimacy, but also to fulfill the needs of their stakeholders. It is also aligned with the perspective of Corporate Social Responsibility as it helps to understand that CSR is mandated and involves monitoring the demands by

various stakeholders by using its resources. This study revealed that the HRM roles such as mobilization, evaluation, recognition, and communication, are practical approaches used by the bank to meet the expectations of its employees, community, and environment.

CONCLUSION

With regard to the perception of HRM professionals in implementing CSR practices, it is concluded that HRM's role was leveraged through its coordination with the CSR unit. While HRM professionals did not create CSR programs independently, they served as the link between CSR plans and employee volunteering. They used HRM specific tools such as communication channels, mobilization efforts, and linking employee efforts that will benefit them, practices that the CSR unit alone could not do. This role was further strengthened by a legal mandate, confirming that HRM's involvement in CSR needed to be embedded, not merely a supporting function.

With regard to the environmental practices integrated into HRM practices, it is concluded that the HRM role is leveraged through linking CSR practices into its own existing systems and functions. HRM turned its CSR practices into its own HR operations, such as leave filing into paperless processes. HRM also used mobilization channels to turn CSR's environmental plans, such as tree-planting and clean-up drives into actual employee participation. Furthermore, HRM leveraged its training function because it not only trained employees for their role but also used this function for disaster-resilience training. Lastly, HRM leveraged its role in having partnerships with recycling and circular economy organizations to extend CSR's environmental reach outside the bank.

With regard to the HRM practices that influence employees' participation and commitment, it is concluded that HRM's role was leveraged through formal incentives, rewards, performance appraisal tied to volunteerific hours. Furthermore, HRM leveraged its role through a combination of recognition efforts and multi-channel communication, while allowing flexible employee involvement in CSR without taking away their freedom of choice, ensuring voluntary employee participation. This shows HRM's own existing systems being used to sustain genuine and long-term participation rather than being forced.

With regard to the HRM practices fostering CSR culture, it is concluded that HRM's role was leveraged through consistent implementation and practices of CSR activities, visible leadership support, and HRM-CSR integration through performance appraisal linked to volunteerific hours and employee recognition. This shows HRM professionals turn CSR participation from an occasional activity into something they accept and normalize as part of the organizational culture.

RECOMMENDATIONS

This study found that HRM's role was leveraged through its coordination with the CSR unit. Therefore, HRM departments in government-owned banks should formally state and document HRM's function within the CSR policy. Through this, it ensures that HRM's role is officially recognized, instead of being treated as a supporting role.

The study found that environmental integration grows naturally out of HRM's digital and communication systems. Therefore, government-owned banks should formalize these practices into a structured environmental program. This ensures that these practices remain consistent and sustainable inside government owned banks.

This study found that voluntary participation was sustained through incentives, recognition, and flexibility. Therefore, HRM departments should maintain and expand these mechanisms to ensure employees genuinely participate and not solely from the benefits they received. HRM should keep participation voluntary while linking recognition systems and performance appraisal to the CSR practices, reinforcing trust without allowing incentives to become the sole reason employees choose to participate.

This study found that CSR culture developed through consistency, visible leadership support, recognition, and the link between CSR and performance appraisal. This finding supports HRM as not merely a participant in building CSR culture. Therefore, HRM departments should continue to embed CSR practices into performance evaluation, treating this as a normalized part of the organizational culture. Furthermore, HRM should take part in coordinating with bank leadership to ensure support in CSR activities. Without HRM professionals' role in continued involvement, the consistency that built this culture may weaken over time.

The collected six individual stories were discussed independently. Even though similar patterns appeared

across their stories, these patterns were not formally pulled together into one shared meaning. Furthermore, future researchers could build on this study by using additional information or other methods that could bring these individual stories together, allowing understanding the experience of HRM professionals in CSR better.

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