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Contributions of Green Human Resousce Managent Practices to Employee Work Performance

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Abstract: *The goal of this paper is to investigate the influences of green Human Resousce Managent practices on employee work performance. In order to improve the utilization of resources, performance-oriented components are indispensable. In this sense, the study focuses on five components of green HRM practices i.e., green job design, green HR planning, green recruitment and selection, green training and development, and green compensation that have contributory effect on employee work performance. A total of 384 respondents were selected and data has been collected through structured questionnaire from the samples who are the permanent employees of two largest telecommunication service companies in Bangladesh. For data input SPSS version-20 and for analysis structural equation modeling software Smart-PLS (version-3) have been utilized. Results show that all five components of green HRM activities have significant positive impact on employee work performance. Thus, this research contributes to broadening the profound insights of green HRM practices to explore the ecological execution of companies by employee performance.*

Keywords: *Green HRM Practices, Employee Work Performance, Telecommunication Sector, Bangladesh*

1. Introduction

The concept of Green HRM in corporate world represents the reduction of negative effect of work environment on the employee performance (Abbas & Sağsan, 2019). In addition, every individual employee in the workplace is to be looked upon as important personnel to bring down the negative environmental influences and bring about constructive environmental effect to the organization (Gailhard & Bojnec, 2019). In this regard, Kim, et al. (2019) suggested that employee work performance (EWP) would be the most important factor to justify the quality, capabilities, experiences, skill, and special efficiency in the tasks for employees. In a similar kind of research the author claimed that, if employees perform their work well, only then the company would achieve productivity, profitability, growth, and competitively advantageous position (Rodríguez, 2019). In turn, employees will get their

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employment security, long career, leadership position, reward, professional identity, dignity, and social values (Amin et al., 2019).

The concept of green HRM has been very much familiar at the 1990s. It has become an emerging upcoming research area for the management scholars who were already working on environment management, resource management, wastage reduction management, organizational development, sustainable management, green management, knowledge management, and automation management (Moraes et al., 2019; Amin et al*.,* 2020; Nassar & Tvaronavičienė, 2021 and Gawusu et al*.,* 2022). Additionally, human capital management were focusing more on green aspect of HRM because of the growing productivity, sustainability, maximum utilization of workforces, innovative utilization of unused resources, and energy saving systems (Traversi et al., 2018). Moreover, rapid technology adoption, global communication, quick data transfer technologies, large scale of data storage, and strong data security systems made this green system more crucial (Klimova, 2018).

HRM represents the staffing, developing, and maintaining human capitals i.e., recruitment, training, appraisal, compensation, job design, career development, employee motivation (Amin & Rubel, 2020), whereas 'Green' implies to environment saving and maintaining activities which group the regular work, practices, and atmosphere of the organizations (Shen et al., 2018). Besides that, all jobs in the organization are not related to environment. Likewise, the basic concept of Green HRM is the regular activities of HRM through some environment saving process. For instance, efficient usage of raw materials, minimum usage of energy, maintaining decent working standards, maximum possible safeguard for not wasting the resources, appropriate utilization of unused resources, and development oriented activities (Zhang et al., 2019). In this sense, Lim et al. (2017) explained that it is an effective method or tool to cut down cost without losing out top talents and an effective way to boost organizational productivity. In a similar vein, Mehta & Mehta (2017) advocated that recently HR has become much more dependent on energy saving technologies. Hess et al., (2018) claimed that employees who are doing other jobs but not directly related to environmental function, they are also somehow influenced to contribute to the environmental factors. If the organizations are green, does not mean that they have to act differently but at least should act efficiently to save resources from wastage which can be implemented in the entire organization without any structural changes.

Since 2005, the practices of Green HRM became popular among the organizations in European countries (Consoli et al., 2019). In Asia it explored especially in big mergers and international organizations located in Japan, China, and even in India (Tahir et al., 2017). Similarly, some prior researchers also found the existence of green HRM practices and its

popular uses in the multi-national, international, or giant companies in Arab and African regions (Pinzone et al., 2016). Now, the existence of green HRM is not a new concept in the entire world. However, its presence is influenced by the organization directly or indirectly and its adoption has taken off with the development of technologies (Klimova, 2018).

Furthermore, the empirical model of environmental HRM functions by Sharma & Gupta (2016) represents that the personnel work performance should be considered as a part of environmental issues as well as company policy. Moreover, Cecere & Mazzanti (2017) claimed that if green HRM affects EWP, it will be a motivating factor for all the employees. The authors also mentioned that in private sectors this system accommodates all aspects of environmental factors and sustainable strategy under one roof. Additionally, it is also a big challenge for the management to carry out Green HRM in the organization. In a survey Dumont et al. (2017) found that if organization appointed separate individuals who give higher prevalence in green practices, actually perform more productive. Thus, this research assumed that Green based HRM practices are the significant contributor to employee work performance. This paper concentrated on this area because of its new demand in job sectors, for entrepreneurs, acquiring new generation talents, and their utilization in the developing country like Bangladesh and specifically in the technology-based service sector like telecommunication.

2. Literature Review

2.1 Green HRM Practices

In their empirical investigations based on Europe, the scholars advocated that green recruitment remains the pivotal capacity of green HRM activities (Rawashdeh, 2018). Other scholars such as Shen et al. (2018) claimed specifically green job design and analysis is one of the effective dimensions of green HRM. On the other hand, Amin et al. (2019) included planning for human capital is another strong activity in green HRM practices. In addition, Arulrajah et al. (2015) indicated that selection process could be the broad way to comprehend a connection with green environment. Similarly, the argument of Trivedi (2015) also supported recruitment as one of the effective techniques for building an appropriate green workforce management. Besides, Das & Singh (2016) recognized that training and development is essential for ecological preparation, cultural setting up, and responsible working environment. In line with the previous studies, Amin & Rubel (2020) represented compensation as a significant facilitator for the better work performance. Extant literature shows that prior studies mostly focused on conventional green HRM issues such as, green employment design and analysis, green workforce planning, green recruitment, green based reward, and green training systems.

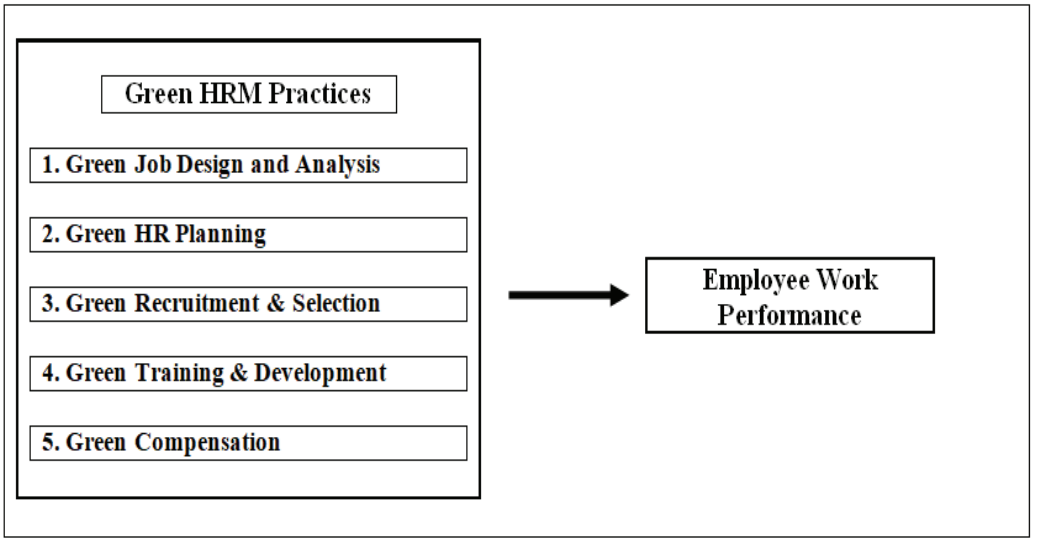
2.2 Employee Work Performance (EWP)

Prior researchers in the area of HRM such as Jermsittiparsert et al. (2019) revealed that the monetary and non-monetary returns have strong connections with staff work performance and the consequence would be company prosperity. Similarly, other scholars (for example, Ahmad et al., 2019 and Roscoe et al., 2019) indicated that the quality of work and performance of employees maximized only when they are happy with their job environment. In another study Martono et al., (2018) supported this argument by including that the ultimate result of efficient work performance would be long tenure of job. Similarly, Kim et al. (2019) mentioned the actual reasons for worker's turn over are not fulfillment of their expectations, low work efficiency, and poor work performance. However, previous studies (e.g., Luu, 2018 and Kassar & Singh, 2019) also revealed a positive significant connection between ecological HRM system and workers performance. In this regard, Murphy (2015) advocated that green HR system is the most imperative role which influences the employee knowledge level, ability to work that brings about higher execution of work performance. Additionally, Ibrar & Khan (2016) also found positive association between green workforce system and workers performance level. Besides, Fisher (2015) claimed the ecological HR system as an important mechanism that assembles necessary abilities of employees to perform well.

3. Research Framework

The theory of planned behavior (TPB) of Ajzen (1985, 1991) also known as the extension of the theory of reasoned action (Fishbein & Ajzen, 1977 and Ajzen & Fishbein, 1980), discusses whether or not an individual's desire to do a certain activity determines whether or not that behavior is performed. The attitude toward any behavior is a favorable or unfavorable assessment of performance of that action (Ajzen, 1991). Based on the TPB uncontrollable variables would obstruct the capacity to accomplish the work performance or achieve any specific goal. When this happens, performance becomes the outcome of any behavior. The employees' perception regarding the influence of a green HRM system on their job performance is the underlying assumption of the current study. According to the concept of TPB the current research claimed that green HRM contributes to the work performance of employees. Here, five components of green HRM are the exogenous variables that affect the performance of employees. Therefore, on the basis of the concept of TPB the current research develops the following framework:

Figure 1: Framework of the study



4. Hypotheses Development

4.1 Green Job Design and Analysis (GJDA) and Employee Work Performance (EWP)

While depict the work activities, individual workers usually represents the real picture of occupation and their positive feelings (Alias et al., 2018). In this sense, Green et al. (2012) explained the connection between green job design and analysis (GJDA) and staff's work performance (EWP) where they found significant result. On the other hand, Wagner, (2013) claimed that structured GJDA foster proper environment for knowledge achievement and required authoritative work performance. Moreover, in another study Chen et al. (2006) argued that high control over category and design of work would prompt better quality of work performance. Besides, in case of specialized profession the degree of work, employment design, and work performance actually depend on organizational goal (Green et al., 2012). Similarly, Markus et al., (2006) found positive relationship between GJDA and EWP in their studies. However, prior empirical evidence also found positive connectivity among ecological management and employee work attitude (Bansal & Roth, 2007), GJDA and workforce turnover including the moderation of employment satisfaction (Zhu & Sarkis, 2007), and GJDA and work outcomes (Liao et al., 2012). Therefore, based on the review of previous literature the current experiment can propose the following hypothesis:

H_1: Green job design and analysis has positive effect on EWP

4.2 Green HR Planning (GHRP) and Employee Work Performance (EWP)

Green HR planning (GHRP) is a mechanism to coordinate various tasks and also an ecological method to make the work system easy and fruitful (Jafri, 2012). GHRP would be implemented by preparing plan for employee ability development and roadmap to long professional tenure (Rana & Jain, 2014). In this regard, Sheopuri & Sheopuri (2015) indicated the GHRP system as a method that supports the company to achieve advantageous position through its dynamic managerial techniques. Now, the notable point is that researchers found significant number of empirical evidence for the relationship of GHRP with work performance, employee work outcome, and similar kind of constructs (for example, Dey & Cheffi, 2013; Kang et al., 2013 and Son & Kim, 2015). In this pertinent, Son & Kim (2015) tried to find the gap of maximum output from work performance in their study and also recommended the managers to establish appropriate environment for GHRP. Similarly, Kang et al., (2013) represented a structure for the procedural correspondence of GHRP which encourages the scattered data to convert into arranging groups. However, other scholars focused on the effective utilization of GHRP (Dey & Cheffi, 2013), methodical complications of GHRP (Zhu et al., 2005), and managerial execution of GHRP for ultimate achievement of best employee work outcomes. Hence, the current study can suggest hypothesis such as:

H_2: Green HR planning has positive effect on EWP

4.3 Green Recruitment and Selection and Employee Work Performance (EWP)

Scholars claimed that a huge number of enterprises recently concentrating on ecological talent hiring system more than the traditional ones (Mayangsari & Nawangsari, 2019). That is why companies started to hire the keen experts who have impressive knowledge on green information, experiences on green practices, and maintenance capabilities (Snekha & Fred, 2020). In this sense, Guerci et al., (2016) claimed that candidates who are searching for green jobs, planning to develop themselves skillful in ecology oriented environment, they actually targeted to be the green representatives for the universal level of green practices. Moreover, Castellini (2019) included with Guerci et al., (2016) that those workers likewise are trying for organizations which are also offering ecological insurance and environment security. In this regard, Paillé, (2019) suggested a proper orientation method for the performance based green activities to the newcomers. Whereas, Obaid & Alias (2015) gave more emphasize on hunting the best candidates because of their experiences in green work performance. In line with this, Sinaga & Nawangsari (2019) argued that the quality of performance depends on the quality of newcomer's knowledge and expertise in ecological works. Hence, several prior studies focused on the positive relationship of green recruitment and selection with staff work performance. That is why this study hypothesized likewise,

H_3: Green recruitment and selection has positive effect on EWP

4.4 Green Training and Development and Employee Work Performance (EWP)

Green training and development identified by the researchers as one of the effective mechanism for creating appropriate green workforce management system (Rawashdeh, 2018). Scholars explained this term as the development process of employee knowledge, skill, change adaptation capabilities, strengthening positive abilities, and efficiency in wastage reduction (Tang et al., 2018). In this pertinent, Obaid & Alias (2015) advocated that green training method is the most successful techniques for supporting the ecological administrative framework which leads to best employee work performance. Similarly, Arulrajah et al., (2015) argued that ecological training-development is a very useful perspective for fruitful usage of all resources. In another empirical research by Teixeira et al., (2016) revealed that environment safety oriented trainings are more effective than the traditional techniques. In addition, Khurshid & Darzi (2016) claimed this method as a substantial tool for the managers to development enriched workforce. Moreover, Aragão & Jabbour (2017) found the positive connectivity of green training and development with staff work outcome. Likewise, Masri & Jaaron (2017) represented that green based training can ensure best performance from employees. Based on the literature, this research assumes that green environmental training method contributes on EWP. So, this study can prepare the hypothesis such as:

H_4: Green training and development has positive effect on EWP

4.5 Green Compensation System and Employee Work Performance (EWP)

Green compensation represents the method of motivating, cope up, and accomplishment of green approaches to the employees in organizational level (Francoeur et al., 2017). In this pertinent, Mandago (2018) explained the outcome of embracing green reward and benefit system is the accomplishment, maintenance, and encouragement of best work performance. Green reward system also categorized as direct and indirect i.e., financial and non-financial by Jerdev & Ovsiannikov (2010). However, Francoeur et al. (2017) claimed that employees should be rewarded to motivate them for advancing in ecological work environment. On the other hand, Gong et al. (2012) categorized the rewards based on ecology oriented expertise, quantity of unused resource utilization, the amount of green tasks, and work experiences in green activities. Additionally, Mandago (2018) indicated the need for appropriate environment to establish ecology based compensation. In this sense, Tanford & Malek (2015) declared that employees react positively in their performance because of green oriented benefits. Whereas, Puopolo et al., (2015) found that there is a significant relationship between ecological compensation system and EWP. Therefore, based on the discussion of previous research review this paper proposed the following hypothesis:

H_5: Green compensation has positive effect on EWP

5. Methodology

5.1 Research design

It is a cross sectional quantitative study (Sekaran & Bougie, 2016) utilizing primary data collected through a structured questionnaire. There are some demographic variables (gender, educational qualification, job tenure) that have been utilized to classify the quality of respondents. According to Salkind (2012) this type of technique for survey questionnaire is suitable to examine the assumed hypothesis between variables or constructs.

5.2 Measurement

The measurement items were adapted from prior studies for example, Green Job Design and Analysis contains two items from Yong et al., (2020) and three items from Yusliza et al., (2017); Green HR Planning has five items from Yusliza et al., (2017); Green recruitment and selection includes two items from Yong et al. (2020) and three items from Chen et al., (2021); Green training and development has five items from Ren et al. (2020); and Green Compensation covers three items from Yong et al., (2020) and three items from Chen et al., (2021). On the other hand, the dependent variable Employee Work Performance was assessed with a five-item measurement developed by Pradhan & Jena (2017) Appendix-1 indicates all items or measures used in this study adapted from prior researches. Moreover, all the constructs were measured using a 5-point Likert scales i.e., from 'strongly agree' to 'strongly disagree'.

5.3 Target Population, Sample, and Unit:

Target population includes a list of 2086 numbers of employees (December 2020) from Grameenphone and 1,371 numbers of employees (January 2021) from Robi Axiata, the two top telecom operators in Bangladesh. Unit of analysis for this study is the employees who are working as permanent employees in Grameenphone and Robi Axiata, Bangladesh. In addition, the sample respondent participants should have at least one year of job experience in the existing organization. The list of the population was collected with the help of HR executives of Grameenphone and Robi Axiata, Bangladesh. As it is a cross sectional study, data has been collected within February 2021 to April 2021.

5.4 Sampling Technique and Sample Size

This study utilized simple random sampling technique. Simple random sampling was chosen because it is a scientific method for sample selection. In this method, each member has equal chance of being selected and the samples would be the actual representation of the target population. Thus, simple random sampling technique is not contaminated by selection bias. Initially the researchers distributed 600 questionnaires, among them 406 returned and 384 questionnaires found fully filled and correct perhaps, rests of them were not found valid. Therefore, the current study finalized the total sample size as 384. In this regard, researcher

like Hair et al. (2013) suggested that in PLS-SEM study minimum sample size of 200 is appropriate for any typical research. Moreover, for data analysis 384 questionnaires which indicated a response rate of 64% were considered complete because, prior scholars found a reaction rate of 29% in context of Bangladesh (Rubel et al., 2018). Therefore, the sample size 384 for this current research is appropriate based on the previous research support.

5.6 Data Analysis Technique

For data analysis, two types of software techniques have been employed. Firstly, SPSS version 20 has been employed for input the data. Secondly, partial least square structural equation modeling i.e., SMART–PLS is used to investigate the confirmatory factor analysis (CFA) i.e., composite reliability and convergent validity of the items; discriminant validity for constructs; and also the hypothesis test to get the result (Hair et al., 2013).

6. Results

6.1 Profile of the Respondents

Table 02 shows the demographic profile of the respondent. It shows that almost 69% employees in these telecom companies are male whereas, 31% are female. Additionally, it was also found from the current research that altogether 18% of the respondents completed their General Masters or MBA degree, and 52% completed their General Bachelor or BBA degree. Furthermore, the maximum number of respondents (34%) found who are working in their present organization for one to five years and a good numbers (25%) are working for ten to fifteen years. Table 02 of this study is shown below:

Table 01: Profile of the Respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	265	69%
	Female	119	31%
Last Academic Degree Achieved	Primary	23	6%
	Secondary	38	10%
	Higher Secondary	54	14%
	General Bachelors	138	36%
	BBA	62	16%
	General Masters	42	11%
	MBA	27	7%
Job Experience in Existing Organisation till December 2019	1-5 Years	131	34%
	5-10 Years	61	16%
	10-15 Years	96	25%
	15-20 Years	54	14%
	Above 20 Years	42	11%

6.2. Measurement Model

Through measurement model, this research evaluated confirmatory factor analysis to determine reliability and validity of the scales. Reliability was measured on the basis of composite reliability (CR) and convergent validity by item loadings and the test of average variance extracted (AVE). Furthermore, discriminant validity was also measured based on Fornell-Larcker (Hair et al., 2013) criterion. Based on the parameter of Chin (2010), minimum criteria for finalizing the items to use for any empirical research are such as, the value of individual item loadings should be greater than (>) 0.60; AVE should be > 0.50; and CR should be > 0.70. Table-03 shows that except GJDA2 (0.391), GHRP1 (0.411), GRS5 (0.422), GTD2 (0.477), GTD3 (0.398), GCOM1 (0.491), GCOM4 (0.417), EWP2 (0.502), EWP4 (0.497) all items has greater or bigger score than the required value and thus fulfill the requirement according to the recommendations of Chin (2010) and Hair et al. (2019). Furthermore, the composite reliability (CR) of the unnoticed variables was higher than the cut-off value (CR>0.70). Hence, the measurement model meets the criteria of convergent validity and composite reliability.

Table 02: Reliability and Validity

Constructs	Item Code	Item Loadings	AVE	CR	Cronbach Alpha
Green Job Design and Analysis (GJDA)	GJDA1	0.849	0.921	0.744	0.885
	GJDA3	0.888			
	GJDA4	0.883			
	GJDA5	0.829			
Green HR Planning (GHRP)	GHRP2	0.871	0.927	0.761	0.895
	GHRP3	0.902			
	GHRP4	0.877			
	GHRP5	0.837			
Green Recruitment and Selection (GRS)	GRS1	0.839	0.898	0.688	0.849
	GRS2	0.827			
	GRS3	0.844			
	GRS4	0.808			
Green Training and Development (GTD)	GTD1	0.904	0.936	0.831	0.898
	GTD4	0.924			
	GTD5	0.906			
Green Compensation (GCOM)	GCOM2	0.715	0.856	0.597	0.776
	GCOM3	0.821			
	GCOM5	0.790			
	GCOM6	0.762			
Employee Work Performance (EWP)	EWP1	0.880	0.865	0.682	0.765
	EWP3	0.839			
	EWP5	0.754			

Note: The items like, GJDA2 (0.391), GHRP1 (0.411), GRS5 (0.422), GTD2 (0.477), GTD3 (0.398), GCOM1 (0.491), GCOM4 (0.417), EWP2 (0.502), EWP4 (0.497) had to be removed from the final output of the result from the measurement model because of poor loading (item score < 0.60).

Moreover, the present study used Fornell-Larcker criterion test based on the Fornell-Larcker's guideline (Hair et al., 2013) to determine discriminant validity. The Fornell-Larcker parameters suggested that the square root of AVE of all constructs would be greater than the connectivity of the latent constructs of the actual non-diagonal variables. According to Hair et al., (2013) this research has met these criteria of discriminant validity (see Table 04). On the other hand, based on the recommendation of Henseler et al. (2015), while detecting discriminant validity the criterion of HTMT outperforms empirically better than the criterion of Fornell–Larcker. This study used HTMT analysis and revealed that all HTMT values are less than 0.850, which indicated adequate discriminant validity (see Table 05 for details), as suggested by Henseler et al. (2015). However, the unobserved variables' composite reliability ratings were higher than 0.70, the threshold level.

Furthermore, the predictive significance of the measurement model was computed using the Stone-Geisser's Q^2 method (Stone, 1974 and Geisser, 1975). Additionally, according to the recommendation of Chin (2010), the cross validation redundancy of the construct's score in Q^2 should be greater than zero (0). In terms of this criterion, the current investigation also yielded positive findings (see Table 06).

Table 03: Fornell-Larcker Criterion

	EWP	GCOM	GHRP	GJDA	GRS	GTD
EWP	**0.826**					
GCOM	0.344	**0.773**				
GHRP	0.373	0.077	**0.872**			
GJDA	0.383	0.159	0.216	**0.862**		
GRS	0.668	0.216	0.327	0.312	**0.830**	
GTD	0.352	0.133	0.118	0.062	0.267	**0.912**

Note: Diagonals (in bold) signify the square root of the AVE whereas rest of the values symbolize the correlations.

Table 04: Heterotrait-Monotrait Ratio

	EWP	GCOM	GHRP	GJDA	GRS	GTD
EWP						
GCOM	0.448					
GHRP	0.448	0.099				
GJDA	0.463	0.194	0.243			
GRS	0.825	0.264	0.373	0.357		
GTD	0.428	0.165	0.127	0.069	0.306	

**NB: GJDA = Green Job Design and Analysis, GHRP = Green HR Planning, GRS = Green Recruitment and Selection, GTD = Green Training and Development, GCOM = Green Compensation EWP = Employee work performance

Table 05: Predictive Relevance of the Dependent Variables

Dependent Variables	Q^2 Values	R^2	Adjusted R^2
Employee Work Performance	0.371	0.562	0.559

After measuring the 'reliability' and 'validity' scale of the items, the study formulated the structural model with five constructs of Green HRM (GHRM) acted as the independent variables, and Employee Work Performance (EWP) treated as dependent variable. From the connectivity among the five dimensions of GHRM and uni-dimensional EWP, all five latent independent constructs have direct positive contributions on EWP, for instance, GCOM ($\beta = 0.180$, $p < 0.05$), GHRP ($\beta = 0.146$, $p < 0.05$), GJDA ($\beta = 0.160$, $p < 0.05$), and GRS ($\beta = 0.486$, $p < 0.05$) and GTD ($\beta = 0.171$, $p < 0.05$) which found supported result with the assumption.

Therefore, the result of the present research represents that all selected factor of GHRM has significant positive relationship with EWP. The results of the direct effects are showed in Table -07 below:

Table 06: Results of the Hypothesis Tests from the Structural Model

Paths	Coefficients	t Statistics	P Values	2.5% LLCI	97.5% ULCI	VIF	Decisions
GCOM → EWP	0.180	3.640	0.000	0.086	0.278	1.067	Supported
GHRP → EWP	0.146	3.886	0.000	0.071	0.216	1.140	Supported
GJDA → EWP	0.160	3.727	0.000	0.078	0.247	1.138	Supported
GRS → EWP	0.486	7.257	0.000	0.350	0.608	1.306	Supported
GTD → EWP	0.171	3.968	0.000	0.094	0.260	1.086	Supported

However, based on the beta value of the Table 07 it is shown that Green Recruitment and Selection has maximum contributions on Employee Work Performance and Green HR Planning has comparably the minimum contributions.

7. Discussion

The present research investigated the effects of Green HRM on Employee Work Performance with a special regard to the telecommunication sector of Bangladesh. Results of this study showed similar outcomes with the prior researchers, whereas, a few found conflicting with previous literatures. The first result of this research showed positive relationship between green job design and analysis (GJDA) and employee work performance (EWP). In line with that, prior researcher Hu et al., (2019) found similar relationship in context of IT sector of China, Yu et al. (2019) in education sector of South Korea, and Raut et al., (2019) in agro industry of India, whereas Maćkiewicz & Szydłowska (2017) showed insignificant association between GJDA and EWP in the context of European tourism sector. In addition, Sharma & Foropon (2019) noted that the Green HRM adaptation would be dissimilar with South Asian in comparison to other developed countries. Moreover, the second result of this study found supportive with the initial assumption of the study. Hence, the result revealed that green HR planning (GHRP) has significant positive contribution in employee work performance. In support with that, previous research augment showed some relevant finding from the studies of Folasayo (2019) and Alhamali (2019). In this pertinent, Folasayo (2019) revealed that sometimes it becomes difficult to change the traditional HR process whereas; green HR planning creates positive outcomes in the employee performance. On the other hand, Alhamali (2019) explored the reasons or factors behind this kind result are like, manager-worker knowledge level, positive perception of employees in radical change in organizational system, supportive environment for new system adaptation. Besides, Barth & Melin (2018) strongly claimed that the green HRM can changes the traditional staffing system. In this regard, Adrita (2020) included a notable clarification from their research finding is that, the area of various studies may similar, but the result can be different because of the diversification nature of research context, region, tradition, and perception of respondents. Furthermore, the third, fourth, and fifth results of this study also found supportive outcomes with the previously predicted hypotheses. In explanation to that, Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Compensation (GCOM), all have significant positive relationships or effects on EWP. Consequently, previous research augments of Khan & Mohsin, (2017); Afshar & Jia, (2018) and Hossain & Khan (2018) supported the present results. For instance, Khan & Mohsin, (2017) and Afshar & Jia, (2018) explored from their findings that because of environment oriented organizational resources GRS, GTD, and GCOM contribute on employee motivation for the best work performance that ultimately leads to organizational productivity. Additionally, Hossain, & Khan (2018) strongly suggested that there is no better alternative

except the Green HR practices for facing the global crisis. Therefore, the current research explains the background for these types of empirical findings that actually are the typical perceptions of employees working in telecommunication sector in Bangladesh. For more explanation, the employees of this industry believe that or their views are like, all Green HRM activities have productive outcomes for the employee work performance and ultimately for the organization.

8. Practical Implications

The present research developed a model of the relationship between Green HRM activities and EWP. The study intended to bring insights on GHRM for the awareness of corporate managers. This study provides some key practical implications:

a) In this research the perceived benefits of green HRM system showed a positive correlation to the performance of employees. In this regard, previous scholar like Yoon (2011) advocated that the benefits of green HRM should be cleared by the policy makers of organization. So, this study will open the mind of the executives regarding the competitive advantage that can be generated by establishing green HRM system.

b) The current findings showed similar result with Thomas & Lamm (2012) which supposed to contribute for the cooperation of environmental regulations in service industry such as mobile operators.

c) The findings of the study will help to create positive attitudes of investors and policy makers on green HRM system and ultimately enterprises are more willing to take action in adopting green HRM system when they believe that such system will bring positive consensus. This finding is in line with the previous result explored by Han et al. (2010).

d) The research will contribute to develop subjective norms of green HRM system which are same as those proposed by Giovanni & Vinzi (2012). Enterprises are affected by social expectations, such as legal norms, social belongingness, and corporations are accordingly more willing to adopt green HRM system.

e) This category of study encourages the execution of green HRM system which may improve the financial as well as non-financial work outcome of employees (Lee et al. 2012), thereby helping the corporations to be more competitive and enhancing corporate value in numerous ways.

9. Limitations and Scope for Future Research

Some limitations of the current research are: Firstly, the examined population was restrictive. Though the selected two telecommunication organizations covered the largest part of the total population rather, do not represent the overall national and also worldwide conditions. Further studies could expand the population to include all mobile operator companies,

thereby will generalize all corporations of various sizes in the industry. Secondly, it was difficult to ensure that all the respondents had clear concept and appropriate knowledge regarding green HRM system and its positive outcomes. Thirdly, the samples chosen for this study belong only to a particular stratum of the population and single category of service sector. Hence, the outcomes should not be generalized in another industry context without providing the utmost care. Finally, the questionnaire was designed for permanent and experienced employees; however, it is likely that these employees sometimes assigned other employees to fill them out. The addition of check items within the questionnaire could ensure the validity of the sample.

10. Conclusion

It is expected that the outcomes of the present research will show the present green HRM scenario of telecommunication sector in Bangladesh to the corporate executives, regulators, business leaders, and scholars. The administrators need to formulate policies for increasing the performance of telecom organizations as a whole, based on their limited capabilities. The research findings indicated that all components of green HRM have the contributory effect on the process of EWP. Investigators in this field may conduct theoretical work to improve or strengthen all green HRM dimensions and to co-ordinate the best operations. Instead, the current research aims to help management teams, regulators, and policy experts to examine the connection between relevance of GHRM activities and employee performance. The results of this study may not be legitimate for developed countries as legislation and regulations which also varies among countries and other growing economies. Furthermore, it may not be possible to completely or partially apply the framework to other areas of the economy. The emerging research approach can also be used in this study in different other sectors by the future researchers.

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Appendix-1: Questionnaire items adapted from literature sources

Variables	Items	Literature source(s)
Green Job Design and Analysis (GJDA)	**GJDA1:** In my organization, job positions enable employee involvement in environmental management activities.	Yong et al. (2020); Yusliza et al. (2017)
	GJDA2: The job positions in our organization enable the acquisition of knowledge about environmental management	
	GJDA3: In my company, Job positions demand knowledge about environmental management	
	GJDA4: In my organization, job positions are designed for employees contribute to green management activities.	
	GJDA5: Employee Job positions in our organization requires knowledge and experiences about green management	
Green HR Planning (GHRP)	**GHRP1:** Our HR develops programs to link with green goals	Yusliza et al. (2017)
	GHRP2: Our company believes that HR's credibility comes from helping to make green oriented planning	
	GHRP3: Our HR is an active participant in business green planning	
	GHRP4: HR makes plan for the organization to accomplish business goals	

	GHRP5: HR is measured by its ability to help creating business green strategies	
Green Recruitment and Selection (GRS)	**GRS1:** Our company prefers to hire employees who have environmental knowledge	Yong et al. (2020); Chen et al. (2021)
	GRS2: All selection steps of our company consider environmental questions.	
	GRS3: Our HR system attract green job candidates who use green criteria to select organizations	
	GRS4: Our HR department recruits employees who have green awareness	
	GRS5: Our company uses green employer branding to attract green employees	
Green Training and Development (GTD)	**GTD1**: The training programs in our company is developed to increase environmental awareness, skills and expertise of employees	Ren et al. (2020); Chen et al. (2021)
	GTD2: Our training facilities are to create the emotional involvement of employees in environment management	
	GTD3: We develop training programs based on environment management to increase environmental awareness, skills and expertise of employees	
	GTD4: We have integrated training to create the emotional involvement of employees in our environment management	
	GTD5: Our training programs included green knowledge management education and knowledge for development of preventative solution behavior	
Green Compensation (GCOM)	**GCOM1:** We are provided financial rewards to recognize environmental performance	Yong et al. (2020); Chen et al. (2021)
	GCOM2: We are provided non-financial rewards to recognize environmental performance	
	GCOM3: In our company, environmental performance is recognized publicly	
	GCOM4: We make green benefits (transport/travel) available rather than giving out pre-paid cards to purchase green products	
	GCOM5: In our company, there are financial or tax	

	incentives (bicycle loans, use of less polluting cars)	
	GCOM6: Our organization has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates)	
Employee Work Performance (EWP)	**EWP1:** I can handle multiple assignments for achieving organizational goals	Pradhan & Jena (2017)
	EWP2: I am able to perform well to mobilize collective intelligence for effective teamwork	
	EWP3: I can manage change in my job very well whenever the situation demands	
	EWP4: I like to extend help to my co-workers when asked or needed	
	EWP5: I derive a lot of satisfaction nurturing others in organization	

Source: Literature review