

Effect of Contemporary HR Practices and Innovative Work Behavior on Employee Job Performance of Private Commercial Banks in Bangladesh: A Conceptual Framework

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Abstract

This study explores the impact of contemporary human resource (HR) practices—specifically, Green Human Resource Management (GHRM), High-Performance Human Resource (HHRM), and High-Commitment Human Resource (HCHR) practices—on employee job performance (EJP). Additionally, it examines the mediating role of innovative work behavior (IWB) in the relationship between HR practices and EJP. Grounded in established theories and an extensive review of relevant literature, this study develops a comprehensive conceptual framework and proposes testable hypotheses. By synthesizing existing research, the study extends theoretical discourse on HR practices and employee job performance, particularly in the banking sector. The findings offer critical insights into how human resource practices influence EJP, thereby informing managerial strategies aimed at enhancing employee engagement and organizational effectiveness. This study provides a valuable foundation for future empirical research, contributing to both academic scholarship and practical applications in HR and organizational management.

Keywords: Green Human Resource Management, High-Performance Human Resource, High-Commitment Human Resource, Innovative Work Behavior, Employee Job Performance

Introduction

Bangladesh's banking sector has seen remarkable growth over the past decade (Tu et al., 2021; Gazi et al., 2022; Uddin et al., 2024). Despite challenges from COVID-19 and global economic uncertainty, the country rebounded strongly (Paul, 2023). Waseem et al. (2020) noted that Bangladesh's economic progress attracted global financial interest. However, the student quota reform movement in 2024 caused major economic disruptions, severely

impacting private banks through operational struggles, reduced transactions, and delays in financial reforms. Political instability, internet blackouts, and economic losses exposed vulnerabilities within the banking sector (The Daily Star, 2024).

Historically, the banking industry in Bangladesh has driven job creation, income growth, and economic competition (Tabassum et al., 2011; Huda et al., 2020). In 2022-2023, it contributed 2.8% to GDP (Ministry of Finance, 2023). Unfortunately, the COVID-19 pandemic and quota reform movement hurt revenues and company performance, placing higher demands on bank employees (Fauzi et al., 2023). Siddiqui (2019) highlighted how private bank employees endure excessive workloads to maintain competitiveness, leading to job strain and lower efficiency. Given banking's customer-driven nature, employee contribution is essential for customer-centric strategies, securing a competitive edge (Masum et al., 2016; Huda et al., 2020).

The banking sector in Bangladesh plays a critical role in the country's economic development, serving as a key indicator of financial stability and growth (Jahan et al., 2020; Ahmed et al., 2021). However, the industry faces persistent challenges, including customer complaints, which have increased from 4,296 in 2013 to 4,530 in 2016 across 39 private commercial banks, highlighting the urgent need for enhanced operational efficiency and service quality (The Star Business Report, 2017). Additionally, issues related to employee retention, motivation, and job satisfaction have intensified due to demanding workloads, job pressures, and heightened competition (Rahaman et al., 2023; Ashraf, 2023; Khatun et al., 2023). Given the competitive nature of the industry, committed employees who take ownership of their roles and engage in voluntary activities are fundamental to organizational success (Khatun et al., 2023).

Extant literature emphasizes employee job performance (EJP) as a critical determinant of organizational efficiency, particularly in service-driven industries such as banking (Kurdi & Alshurideh, 2020). As human capital remains a strategic asset, ensuring high EJP is imperative for achieving corporate objectives within designated timeframes (Sadick & Kamardeen, 2020). In today's dynamic financial landscape, banks must continuously enhance employee capabilities to sustain competitiveness, as their corporate image is inherently linked to workforce job performance (Jung & Yoon, 2020). Furthermore, the sustained growth of the banking sector in Bangladesh necessitates a deeper understanding of EJP determinants, particularly employees' knowledge, skills, and task execution efficiency (Sinambela et al., 2020; Anshari & Hamdan, 2022; Situmorang et al., 2023).

From an operational perspective, EJP directly influences financial success, customer retention, and institutional reputation (Khan et al., 2017). Given the intricate nature of banking systems, skilled employees are essential for executing financial tasks with precision, ensuring organizational efficiency, and maximizing profitability (Islam et al., 2022). Strong EJP not only enhances customer trust but also strengthens financial performance and corporate credibility (Masum et al., 2016; Ray et al., 2021). Conversely, suboptimal EJP adversely affects service quality, undermining customer loyalty and diminishing organizational effectiveness (Islam et al., 2022).

Extensive theoretical and empirical research underscores the critical role of human resource (HR) practices in enhancing employee job performance (Alsafadi & Altahat, 2021; Cooper et

al., 2019). Consequently, HR practices serve as essential mechanisms for organizations aiming to achieve strategic objectives by optimizing workforce performance (Dela Cruz & Cabaluna, 2022). Among contemporary HR practices, Green HRM (GHRM) (Khan et al., 2022; Chuah et al., 2021; Shen et al., 2018), High-Performance HRM (HPHR) (Khossy & Kustiawan, 2024; Ijigu et al., 2023; Kirkpatrick et al., 2022), and High-Commitment HRM (HCHR) (Yan et al., 2019; Nam & Lee, 2018; Latorre et al., 2016) have been identified as pivotal contributors to employee job performance. While HR practices are typically designed based on organizational principles (Tampol, 2021), their application varies depending on industry-specific demographic factors, such as those observed in the Bangladeshi banking sector.

Scholars have increasingly examined the role of HR practices in fostering IWB among banking sector employees (Yasir & Majid, 2020). Empirical findings support a direct link between employee job performance and IWB, particularly in sales-related roles within banking (Amabile et al., 1996; Tri et al., 2019; West, 2002). In the Bangladeshi context, however, IWB remains an emerging phenomenon (Eskiler et al., 2016; Khan & Jantan, 2022).

Given the challenges faced by the banking sector—particularly in the post-pandemic period—employee job performance has emerged as a critical concern. In alignment with existing literature, organizations are increasingly motivated to investigate key determinants of employee job performance, particularly within Bangladesh's private banking sector. Accordingly, this study examines the interplay between GHRM, HPHR, and HCHR on employee job performance, with IWB as a mediating variable.

Theoretical Framework

The theoretical foundations of this study are anchored in the Ability-Motivation-Opportunity (AMO) Model (Appelbaum et al., 2000) and Social Exchange Theory (Blau, 1964). The AMO framework provides a conceptual lens for understanding the relationship between human resource practices and employee job performance by examining HR strategies that enhance employees' abilities, motivation, and opportunities. This model posits that fostering employee engagement, creating opportunities for meaningful participation, and strengthening organizational capabilities are critical determinants of employee job performance (Appelbaum et al., 2000).

Similarly, Social Exchange Theory (Blau, 1964) emphasizes the reciprocal nature of employer-employee relationships. It suggests that employees reciprocate through heightened engagement and improved performance when employers demonstrate commitment and positive organizational behaviors, reinforcing a mutually beneficial exchange dynamic. This integrated framework offers a robust theoretical foundation for comprehensively examining the intricate relationships among the identified variables.

Green Human Resource Management and Employee Job Performance

Green Human Resource Management (GHRM) integrates sustainable and environmentally responsible practices into an organization's HR policies, programs, and procedures (Dutta, 2012; Arulrajah et al., 2015). A growing body of research highlights the pivotal role of GHRM in enhancing employee job performance (EJP), demonstrating a positive relationship between GHRM practices and various dimensions of employee effectiveness (Chuah et al., 2021; Delmas & Pekovic, 2013, 2018; Ragas et al., 2017). Extensive research underscores the pivotal

role of Green Human Resource Management (GHRM) in enhancing employee job performance (EJP) at individual, organizational, and environmental levels (Suharti & Sugiarto, 2020).

Several empirical studies have validated the positive association between GHRM and EJP across diverse contexts. Wulansari et al. (2019) demonstrated that GHRM positively influences task competency, flexibility, efficiency, and job performance, with perceived organizational support and green lifestyle acting as moderators. Similarly, Khan et al. (2022) established a positive correlation between GHRM practices—such as green recruitment, training, and rewards—and EJP within Pakistani SMEs. The relevance of GHRM in academia has also been highlighted, with Chuah et al. (2021) confirming its impact on both academic and non-academic staff in Malaysia, while Wulansari et al. (2018) emphasized its role in shaping employee task performance in educational institutions.

While extensive research highlights the positive impact of Green Human Resource Management (GHRM) on employee job performance (EJP), some studies have produced mixed or inconclusive findings. Ismail et al. (2022) found no significant relationship between GHRM and non-green performance outcomes—such as job performance, organizational trust, turnover intentions, and Organizational Citizenship Behavior (OCB)—in a Lebanese construction and manufacturing firm that had integrated GHRM across all departments. Similarly, Khan et al. (2023) examined the long-term impact of GHRM on sustainable performance within Pakistani SMEs, incorporating organizational identification under Social Identity Theory. Their findings indicated an indirect, rather than a direct, relationship between GHRM and sustainable performance outcomes. Likewise, Aboramadan and Karatepe (2021) investigated the mediating role of perceived organizational support in the GHRM-EJP relationship among Arab employees in small and medium-sized hotels in Palestine. Their results failed to establish a strong direct link, further contributing to the ongoing debate on the efficacy of GHRM in driving employee job performance.

These inconsistencies underscore the need for further empirical investigation into the GHRM-EJP nexus, particularly across diverse organizational and cultural contexts. While prior studies have explored this relationship in various industries and regions, research remains limited within the banking sector of Bangladesh. Given this gap, there is a pressing need to examine the role of GHRM in shaping employee job performance in Bangladesh's banking industry to provide greater conceptual clarity and empirical validation.

High-Performance Human Resource and Employee Job Performance

HPHR comprises interconnected HR strategies—such as rigorous staffing, extensive training, incentive-based rewards, and performance management—designed to optimize employees' knowledge, skills, and abilities (KSA) while fostering motivation and opportunities for contribution (Bohlander et al., 2004; Way, 2002). Empirical research has established a positive link between HPHR and EJP across various organizational contexts. For instance, Khossy and Kustiawan (2024) found that HPHR significantly enhances EJP, albeit with an increased risk of employee fatigue. Similarly, Tariq et al. (2024) demonstrated that HPHR fosters employee retention and improves EJP in Pakistani business schools.

Industry-specific analyses also reinforce the significance of HPHR. Lakshmi (2022) highlighted the effectiveness of HPHR strategies—including structured recruitment, performance-driven

evaluations, and self-directed teams—in enhancing EJP within India's semiconductor industry. Fauzi et al. (2023) found that HPHR practices significantly improve employee resilience and service performance among bank employees. Similarly, Kirkpatrick et al. (2022) established that organizations implementing HPHR experience improved emotional commitment, efficiency, and economic performance. Dorta-Afonso et al. (2021) identified job satisfaction and organizational commitment as key mechanisms linking HPHR to EJP in the hospitality sector.

While many studies highlight the positive impact of HPHR on employee job performance (EJP), some research presents contrasting findings. Godard et al. (2001) investigated the broader implications of HPHR on employees' experiences—such as job satisfaction, commitment, self-esteem, and organizational citizenship behavior. Similarly, Kroon et al. (2009) examined the potential drawbacks of HPHR, particularly its association with employee burnout. The study highlighted a marginally positive correlation between HPHR and burnout, fully mediated by job demand, raising concerns about employee exploitation within HPHR frameworks.

Despite extensive research, findings on the HPHR-EJP relationship remain inconsistent, varying across industries and contexts. Moreover, while studies have examined this link globally, there is a lack of research focused on Bangladesh's banking sector. This gap highlights the need for further empirical exploration to clarify the connection between HPHR and EJP in the local context.

High-Commitment Human Resource Practices and Employee Job Performance

High-Commitment Human Resource (HCHR) practices have been widely recognized as a strategic HRM approach aimed at fostering employee engagement, organizational commitment, and job performance. Defined as a system of HR practices designed to enhance employees' skills, motivation, and discretion in decision-making (Arthur, 1994; Whitener, 2001), HCHR emphasizes employee participation, extensive training, career development, and performance-based rewards (Huselid, 1995). These practices align employee goals with organizational objectives, creating a high-performance work system that encourages autonomy and accountability (Appelbaum et al., 2000).

A substantial body of research supports the positive impact of HCHR on employee job performance (EJP). Studies suggest that organizations implementing HCHR practices experience increased job satisfaction, reduced turnover, and enhanced individual performance (Batt, 2002; Sun et al., 2007). For instance, Jiang et al. (2012) found that skill-enhancing, motivation-enhancing, and opportunity-enhancing HR practices collectively improve EJP by fostering employee engagement and discretionary effort. Similarly, Nishii et al. (2008) argued that when employees perceive HR practices as supportive and fair, they exhibit higher levels of commitment and performance. Empirical evidence further demonstrates that HCHR facilitates knowledge sharing and teamwork, which enhance organizational effectiveness. Harley et al. (2010) found that in knowledge-intensive industries, HCHR was instrumental in driving innovation and problem-solving capabilities, ultimately boosting productivity and job performance. Furthermore, Takeuchi et al. (2009) established that high-commitment work practices strengthen employees' affective commitment, leading to superior job performance across multiple sectors.

Despite these positive findings, some studies highlight potential drawbacks of HCHR, indicating a more complex relationship with EJP. Critics argue that HCHR may lead to increased job demands and stress, thereby negatively impacting performance outcomes (Ramsay et al., 2000; Jensen et al., 2013). For example, Godard (2001) found that while HCHR promotes employee commitment, it may also increase work pressure and expectations, resulting in job strain and emotional exhaustion. Similarly, Ogbonnaya et al. (2017) suggested that excessive job control and responsibility can lead to work intensification, thereby diminishing employee well-being and performance.

Moreover, empirical studies show that the effectiveness of HCHR is contingent upon contextual factors such as organizational culture, leadership styles, and industry characteristics. For instance, Kroon et al. (2009) found that in highly demanding environments, HCHR may contribute to burnout rather than improved job performance. Similarly, Patel et al. (2013) argued that employees in high-pressure roles might perceive HCHR as coercive rather than supportive, leading to disengagement and performance decline.

Despite substantial empirical exploration, the HCHR–EJP relationship remains inconclusive, with mixed findings across varying contexts. Notably, research has yet to investigate this relationship within Bangladesh’s banking sector, presenting a critical gap for future studies. One notable gap is the role of mediating and moderating variables in shaping this relationship. While some studies emphasize job satisfaction and engagement as key mediators (Zhang et al., 2013), others highlight job strain and work-life balance as critical moderating factors (Bal & De Lange, 2015). Future research should explore how individual differences, organizational contexts, and evolving work environments impact the effectiveness of HCHR in enhancing job performance.

Innovative Work Behavior As a Mediator

Innovative work behavior (IWB) serves as a crucial driver of high-performing organizations. Numerous studies have investigated the antecedents of IWB at both individual and organizational levels, positioning it as a key mediating variable linking HR practices to employee job performance (EJP). While IWB has been extensively explored as a mediator in relationships such as transformational leadership and EJP (Futri et al., 2023), emotional intelligence and innovation performance (Binsaeed, 2023), and inclusive leadership and subjective career success (Mughtar et al., 2021), its role in mediating the effects of Green Human Resource Management (GHRM), High-Performance Human Resource Practices (HPPHR), and High-Involvement Human Resource Practices (HCHR) on EJP remains underexplored. This study aims to bridge this gap by establishing IWB as a mediating mechanism in these relationships.

IWB as a Mediator in the GHRM-EJP Relationship

Extensive literature supports the direct and positive impact of GHRM on both IWB and EJP (Khan et al., 2023; Ramanayake et al., 2022; Adawiyah & Putrawan, 2021). Empirical studies suggested that GHRM fosters environmentally friendly behaviors that enhance workplace innovation (Dumont et al., 2017; Raza et al., 2020). Several studies confirmed the mediating role of IWB in the relationship between GHRM and EJP. For instance, Song et al. (2021) demonstrated that GHRM positively influences IWB through green human capital, while AlNaqbi et al. (2024) identified a strong link between GHRM and green IWB, mediated by

green commitment. Similarly, Raza et al. (2020) found that GHRM significantly enhances extra-role behaviors, including IWB. These findings reinforce the notion that GHRM not only directly impacts EJP but also does so indirectly via IWB, thereby underscoring the necessity of integrating IWB as a mediator in this relationship.

IWB as a Mediator in the HPHR-EJP Relationship

HPHR has been consistently linked to increased innovation and EJP, primarily through its influence on IWB (Ahriansyah & Martdianty, 2024; Saleem et al., 2023). Previous research highlights that HPHR fosters a conducive work environment that stimulates IWB, ultimately enhancing EJP (Jatoi et al., 2023; Zhang & Zainal, 2023). Several studies have examined this mediating role, demonstrating that HPHR significantly impacts IWB through variables such as work engagement (Bhattacharjee & Sarkar, 2023), knowledge management (Portalanza-Chavarría et al., 2023), and psychological capital (Farrukh et al., 2022). Phairat and Potipiroon (2022) further confirmed that HPHR enhances IWB through the mediating effects of an organizational climate and psychological empowerment. The empirical evidence strongly supports the notion that IWB plays a central role in transmitting the positive effects of HPHR to EJP.

IWB as a Mediator in the HCHR-EJP Relationship

HCHR fosters IWB by creating an environment that supports employee autonomy, skill development, and participatory decision-making (Rubel et al., 2023; Wang et al., 2022). When employees perceive HR practices as empowering and supportive, they are more likely to engage in innovative behaviors that drive performance improvements (Renkema et al., 2021; Yasir & Majid, 2020). For instance, Li et al. (2022) found that leadership humility and employee initiative strengthen the relationship between HCHR and IWB, highlighting the importance of leadership styles in fostering innovation.

The mediating role of IWB in the HCHR–EJP relationship is further supported by research linking innovative behaviors to enhanced adaptability and problem-solving capabilities (Scott & Bruce, 1994). Employees who engage in IWB are better equipped to navigate complex work environments, leading to higher job efficiency and organizational success. Moreover, organizations that encourage IWB benefit from a continuous cycle of improvement, where employees actively contribute to strategic innovation and long-term competitiveness (Caniëls et al., 2018). Despite its significance, the role of IWB as a mediator remains underexplored. Future research should examine how these elements influence the strength of the HCHR–IWB–EJP relationship, providing deeper insights into optimizing HR strategies for innovation-driven performance outcomes.

The synthesis of empirical findings underscores IWB as a fundamental mediating mechanism in the relationships between GHRM, HPHR, HCHR, and EJP. GHRM cultivates a sustainable and innovation-friendly work environment, HPHR enhances employee engagement and knowledge sharing, and HCHR fosters autonomy and involvement—all of which contribute to IWB, ultimately leading to superior EJP. While previous studies have independently examined these relationships, there remains a significant need for further exploration, particularly in emerging economies, to solidify the role of IWB as a mediator in HRM-EJP linkages.

Conceptual Framework

This study posits that Green Human Resource Management (GHRM), High-Performance Human Resource Practices (HPHR), and High-Commitment Human Resource Practices (HCHR) serve as independent variables influencing Employee job performance (EJP) as the dependent variable, with Innovative Work Behavior (IWB) acting as a mediating construct. The subsequent section provides a comprehensive discussion of the conceptual framework. Grounded in the insights derived from the literature review and the discussions presented in the study, a conceptual framework is constructed as demonstrated in Figure 1.1.

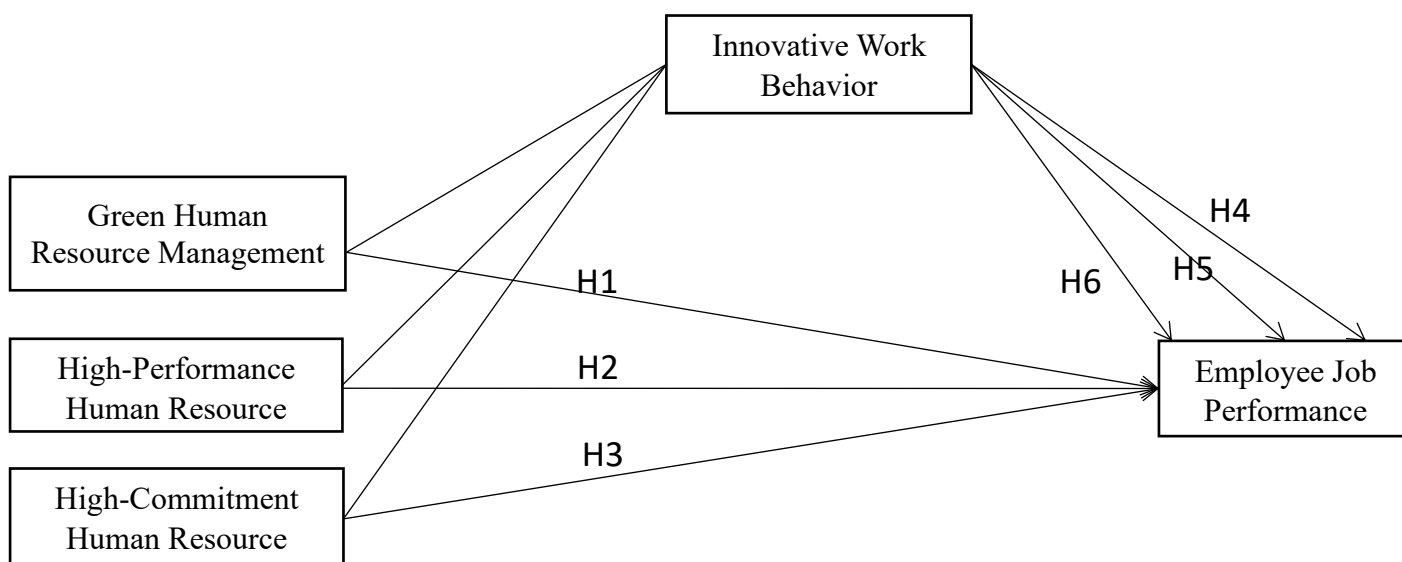


Figure 1.1: Conceptual Framework

Hypotheses Development

Based on the earlier literature review, the study proposes the following hypotheses

H1: There is a significant relationship between green human resource management and employee job performance.

H2: There is a significant relationship between high-performance human resource and employee job performance.

H3: There is a significant relationship between high-commitment human resource and employee job performance.

H4: Innovative work behavior mediates the relationship between green human resource and employee job performance.

H5: Innovative work behavior mediates the relationship between high-performance HR and employee job performance.

H6: Innovative work behavior mediates the relationship between high-commitment human resource and employee job performance.

Conclusion

This study addresses a critical gap in the literature by proposing a comprehensive framework that explores the interrelationships among GHRM, HPHR, HCHR, and EJP within the banking sector of Bangladesh, with a specific focus on the mediating role of Innovative Work Behavior. By integrating these constructs, the study offers a nuanced understanding of innovative HR

practices and their implications for employee job performance providing a solid theoretical foundation for future empirical research.

Beyond theoretical advancements, this framework has significant practical implications for banking institutions. It informs HR practices and strategies initiatives by identifying key competencies that enhance managerial effectiveness and drive organizational success. Additionally, the study underscores the role of EJP in fostering employee engagement, motivation, and productivity—critical factors in sustaining a competitive banking sector. By cultivating a workplace culture that values and rewards employee job performance, banks can enhance employee satisfaction, retention, and service quality, ultimately strengthening their market position.

Furthermore, the study's insights offer actionable recommendations for policymakers and practitioners to develop HR programs that incorporate GHRM, HPHR, and HCHR, thereby optimizing employee job performance and organizational efficiency. A well-structured HR practice in the workplace can foster a collaborative and innovative work environment, positioning banks for long-term sustainability and contributing to broader economic growth. Future research should empirically validate this framework across diverse banking institutions to refine its applicability and generalizability.

Likewise, this research makes significant theoretical and contextual contributions. Theoretically, it integrates perspectives from social exchange theory (SET), and the ability-motivation-opportunity (AMO) framework to provide a multidimensional understanding of how contemporary HR practices shape employee job performance. By incorporating innovative work behavior as a mediating factor, the study offers a novel approach to linking HR practices with performance outcomes, addressing a critical gap in existing literature. Contextually, this research is particularly relevant to the banking sector in Bangladesh, where the rapid transformation of financial services and increasing competition necessitate innovative HR strategies to drive employee effectiveness. Given the rising emphasis on sustainability and high-performance work systems, this study provides valuable insights into how HR practices can be tailored to enhance employee productivity and organizational sustainability within emerging economies.

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