

## Role of Soft-HRM and Green HRM Practices in between Job from Home and Job Performance during the C-19 Lockdown Crisis: Moderating Role of Servant Leadership and Employee Value Proposition

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**Abstract:** *The deadly spread of coronavirus has affected all sectors, including our personal, social and professional life. Governments worldwide are more concerned about taking necessary steps to stop various spreads through social distancing and lockdown methods. In order to respond to this situation, many organizations, corporate and educational institutions are implementing various strategies and methods for smooth functioning. Similarly, Higher Education Institutions (HEIs) of Malaysia have incorporated Soft-HRM (Human Resource Management) and green HRM (Human Resource Management) practices for better job performance at work from home. The study's primary purpose was to investigate the mediating role of green HRM and Soft-HRM practices in job-from-home and job performance of the teaching faculties working from home in October-December, 2021 during the C-19 Lockdown Crisis. In addition, the study also included servant leadership and employee value proposition as moderating variables to observe employee performance while working from home. In such a context, data collection was done by sending 650 questionnaires among the lecturers, senior lecturers, assistant professors, associate professors, and professors in top-ranked universities in Malaysia. To answer the research question, the survey finally received feedback from 384 respondents. The results revealed that a job from home has a direct and positive significant impact on job performance during the C-19 lockdown crisis. Additionally, soft-HRM and green HRM have a significant positive mediating effect between job from home and job performance. Furthermore, servant leadership has a significant positive moderating role in between green HRM and job performance, and soft-HRM and job performance. However, the employee value proposition does not find any significant moderating effect between job from home and job performance. The revealed results may help to the practitioners, policy makers, educationist, and government to develop the next policy and strategies to enhance the employee performance.*

**Key Words:** *Job from Home, Green HRM, Soft-HRM, Job Performance, Employee Value Proposition, Servant Leadership.*

## 1. INTRODUCTION :

Due to the deadly spread of coronavirus, we can see changes in our personal, social, and professional lives. The first outbreak of the novel coronavirus COVID-19 came from the Wahan City of China in December 2019, and globally it spread out in all parts of the world (Sahu, 2020; Alam, Bahar, Jambulingam & Hassan, 2021). In order to deal with the situation, many governments worldwide are seriously taking necessary steps to stop the spread of various through the implementation of social distancing and lockdown methods. As a result of the C-19 pandemic, many organizations, corporate and educational institutions are either closed or remain open partially. COVID-19 has also created a tremendous effect on each and every sector. The academic sector is also one among them, which is in serious condition for last year. All the educational institutions worldwide stop their online classes and even colleges and universities cancel their seminar workshops and conferences. In such a context, the government has issued new guidelines and rapidly changed their educational courses and programs from off line to online delivery mode (Gewin, 2020; Alam & Alias, 2018). The first C-19 case come into the front in Malaysia on January 25, 2020 and started spreading rapidly every week (Rampal & Iew, 2020; Alam, Alias & Azim, 2018). Gradually the positive cases become more and more, with a total of 8266 during the second wave. Keeping in mind the corona virus spread, the government initially (The Malaysia Ministry of health, 2020) has restricted physical classes. In order to control the situation, the Malaysia government implemented Movement Control Order (MCO) from first to eight phases still 18 March 2019 to 31st December 2020. Moreover, finally, the Malaysian government was able to break the chain of COVID-19 infection at the end of April 20, 2020 (Shukry, 2020; Alam, Azim & Alias, 2017). Currently, Malaysia's situation is far better than the initial time of Covid-19. All the Higher Education Institutions of Malaysia have started partial physical reopening with the online delivery of the teaching and learning process (Arumugan, 2020; Alam, Alias & Hassan, 2019; Kang et al., 2021).

The students, teachers, and the entire stakeholder are also worried about their learning and teaching methods. With better hope for future students, the government has issued new regulations to continue the online education process during the lockdown period. But this online education method has many pros and cons for both the teachers and students. The pros include time and money saves. On the opposite side, online classes lack easy access to the internet benefit. A study says in Malaysia, there is 80% of internet penetration, and there is a massive gap between West and East Malaysia. All the teacher and student living in west Malaysia and city area have the access to high-speed internet services with more than 800 megabytes but in contrast the students and faculties of eastern and rural areas face the problems of slow speed internet service (Jalli, 2020; Alam, Hassan, Bowyer & Reaz, 2020; Islam et al., 2018). As a result of poor internet infrastructure, some remote areas of Malaysia do not the access of internet services (Lim, 2020) was seen between the f teacher-student physical interaction and proper understanding. Mental stress is one of the main problems that were seen among the lectures and professors because they had to migrate suddenly from off line mode to digital teaching mode without any orientation of online mode classes or computer system (Barnama, 2020). All the daily classes, conducting question-answer session and online assessment and sending the feedback individually to the students with this slow-speed internet had increased the mental stress among the professors. In many cases due to having no subscription of high speed internet services, the professors and lecturers were forced to use their mobile networks to conduct the classes and stay connected with the students (Albukhary International University, 2020). Spending most of the time on online teaching method day and all the above-stated challenges had enhanced anxiety, stress, and panic in all the lecturers, associate professors, and professors. Irrespective of such challenges, the ministry of higher education of Malaysia has come up with various innovative ideas, teachings methods and mitigating plans in order to meet the above teaching educational challenges and increase the home-based teaching performances (HBTP) of the professors during Corona Pandemic. Some higher educational institutions provide free-of-cost teaching materials such as free internet, providing laptops and phone to facilitate the teaching process (Morrison, 2020; Dai et al, 2021). Even the universities ordered for free subscriptions to various digital teaching platforms i.e. Cisco, Webex, Blackboard collaboration, and canvas (Lee, 2020; Ogiemwonyi et al., 2020). The government also made it free for online video calling, Zooms and skyped to enhance the teaching-learning experiences (Aljwarneh, 2020; Ogiemwonyi, Harun, Othman, Ismael, Alam & Hamawandy, 2020). In addition, universities worldwide and Southeast Asia become more concerned about incorporating different innovative practices and methods for better job performance (Sia & Adamu 2020; Allen, Golden & Shockley, 2015; Al-Busaidi et al., 2021). Similarly, Higher Education Institution in Malaysia use Soft-HRM and green HRM practices as two important influencing factors for the teaching faculties for better job performance at work. Most organizations and their HR department uses various interrelated practices to impact the employee performance. Soft-HRM and green HRM practices are two strategic approaches to determine the HR system. Soft-HRM individualize every employee as a valuable asset, whereas Green-HRM teaches how to manage the fruitful service delivery of organizational resources.

The study's main purpose was to investigate the mediating role of green HRM and Soft-HRM practices in job-from-home and job performance of the teaching faculties working from home in the month February-April, 2021, during the C-19 Lockdown Crisis. In addition, the study also included servant leadership and employee value proposition as moderating variables to observe the employee performance while doing the job from home. In such a context, data collection was done by sending 650 questionnaires among the lecturers, senior lecturers, associate professors, and associate professors in top-ranked universities in Malaysia.

## **1.2. Problem Statement**

After the World Health Organisation (WHO) declaration, COVID-19 as an international public health emergency that has affected all sectors (Spina, 2020). Even the C-19 pandemic has forced the education system worldwide to transform from physical to digital (Gewin, 2020). In Malaysia, Seri Patalingand's religious gathering has become the hotspot of COVID-19 in Southeast Asia (Reuters, 2020; Ogiemwonyi, Harun, Alam & Othman, 2020). It created significant challenges for the higher education institution in terms of lack of digital infrastructure, slow speed of internet services, and proper orientation to university professors. Initially, schools, colleges, and universities were closed. After the new guidelines of HEI of Malaysia, the professors started online classes in their homes (Menon, 2020). To meet the challenges, HEIs have taken appropriate steps to increase the job satisfaction of the professors at WFM. A literature review says that many studies were done on HEI in Malaysia through various educational policies and programs (Tan, 2020; Mahaisavariya, 2020; Hassan et al., 2019). Studies were also conducted on the utility of technology advancement, and different methods of online classes like Google meets, Skype, zooms app, and so on (Monash Malaysia, 2020; Ogiemwonyi, Harun, Rahman, Hamawandy, Alam & Jalal, 2020). However, no study has been conducted on Soft-HRM and Green-HRM practices that may significantly impact the quality of job performance and job satisfaction of the lecturers and professors. This paper has been critical to studying the relevance of Soft-HRM and Green-HRM practice during such a pandemic and their impact on job performance at home. The research also included Employee Value Proposition and servant leadership as influencing factors of performance.

## **1.3. OBJECTIVES**

RO1. To observe the effect of job from home on job performance during lockdown crisis.

RO2. To examine the mediating effect of soft-HRM and Green HRM in between job from home and job performance during lockdown crisis.

RO3. To examine the possible moderating effect of servant leadership and employee value proposition on the relationship between job from home and job performance.

## **2. LITERATURE REVIEW:**

A literature review is considered an integral part of this study which helped the researchers by providing some ideas on this particular study. Here the research study has collected many research articles from various offline and online sources. According to the research study's objectives, the literature review has been categorized into two main parts, which assist the research in understanding the relation between job satisfaction and job from home.

### **2.1. Job Performance**

Job performance or work performance is an integral part of the organization's development, and better performance results from the employees' work motivation and job satisfaction. Job performances depend upon the employees' positive behavior that influences the organization's goals (Compell & Wiernik, 205; Hassan, Alam, Campbell, Bowyer & Reaz, 2022). Many things control the job performance of an employee within an organization, such as job flexibility, flexibility in time, reward system proper communication among different levels of employees. A study (Tufafaha, 2020; Hassan, Jambulingam, Alagas & Alam, 2019) also mentioned some critical determinate factors that enhance employee performance, like proper knowledge, information, and communication technology. Somewhere it has been observed that the scope for employment opportunities, growth, and development for the employee, as well as the innovative ideas, strategies, plans, and organizational flexible working culture, significantly influence job performance. For better job performance, most organizations focus on Soft-HRM and Green-HRM practices that are mediating nowadays (Harmon et al., 2010; Alias, Alam & Shawal, 2019). Soft-HRM treated the employee as valuable assets and an essential aspect for better service delivery, which the organization does its best to boost employee morale and job satisfaction. On the side, Green-HRM practices teach how to utilize the available internal or external resources within the origination to complete the work on time (Ahmad, 2020; Hossain, Lee, Azmi, Idris, Alam, Rahman, & Ali, 2022). A Green-HRM policy helps

to achieve the company's sustainability of culture and employee environmental behavior (Harmon, Fairfield, & Wirtenberg, 2010; Kaleem, Shazali, Manohar, Alam, Emang, Rosli & Kohdi, 2021).

## 2.2. Job from Home

The concept of job from home has gained popularity in the present scenario during the lockdown period. In order to stop the spread of C-19 virus infection, many governments have made guidelines to work from home. A study by (Karanikas, 2020; AlAbri, Siron & Alam, 2022) says this phase is also popularly known by other names such as telecommuting, remote work, or work from home. This ensures the flexibility of work and job satisfaction among the employees (Wheatley, 2017; Hossain, Abdullah, Balwi, Lubis, Azizan, Alam & Taha, 2022). All the employees are free from fear of C-19 infection, and health risk and employee safety are considered. However, the employees have to face both the job from home has some pros and cons due to work from home. The flexibility of work and less expenditure on transport minimize family isolation, and autonomy of power and WFH provide them a positive sense of well-being (Wang et al., 2020). There may have some negative impacts of WFM, such as psychological and social isolation from direct contact (Shepherd-Banigan et al., 2016). A study was conducted by Tripathi (2020) tweeted on social media to check the reaction of the public to working from home (WFM). Through his study, he came to know that 73 % of respondents were satisfied with WFM, and they enjoyed it. At the same time, only 27 % of the respondents expressed their dissatisfaction by showing fear, sadness, anger, and disgust. Most of the studies reveal that the employees are less worried about their stress, and in some cases, the employee prefers WFM in the future (de Haas et al. 2018).

*H1: Job from home has a significant effect on job performance*

## 2.4. Mediating Role of Soft-HRM

According to Viljanen and Latheenmaki (2009), Soft-Human Resource Management is the practice where the employees are treated as essential and most valuable people for the organization's long-term goal. Now a day, most organizations focus on Soft-HRM practice and invest their money in enhancing employee performance (Truss, Hope-Veily, McGovern & Stiles, 1997). Likewise, educational institutions focus on enhancing job satisfaction and keep them constantly motivated toward work by providing a reward system for good work performance and safe and smooth working conditions. Soft-HRM always facilitates communication among the student's professors and educational board and encourages them to take responsibility on their own to target better performances. Adhikaran (2021) conducted a study that showed that soft-RHM is one of the HRM bundles that facilitate the organization in managing employees to meet the challenges during the C-pandemic. It seems a softer approach that achieves employee job satisfaction and work motivation, such initiatives are taken as a part of soft-HRM, such as concerning health and safety, improving work place, and work arrangements encourage employee engagement and enhance better performance (Kumar, 2020). In addition, different types of flexibility in work time, flexibility in the workplace, and flexibility in function are also considered essential strategies of Soft-HRM for sustainable development of employees and better job performances in the workplace (Davidescu, Apostu, Paul & Casuneanu, 2020).

*H2: Soft-HRM practice has a significant mediating role in between job from home and job performance*

## 2.5. Mediating Role of Green HRM

The author Ahmad (2015) from his study had made it clear that various organization all over the world focuses on the different green-HRM practices for sustainable use of resources within the organization and to promote environmental sustainability. In the study (Mukherjee, Paul & Banerjee, 2020), many higher educational institutions develop green initiatives to assist students and employees responsible for protecting the situation. The world and explains the simplified meaning of GHRM. According to Manpara (2013) Green, Human Resource Management is the policy or practice by which any organization uses its available resources to enhance sustainable development and boost employee morale and job satisfaction. The main aim of the Green-HRM is to create green employees who will follow and obey all the green activities of the organization in order to achieve better performance (Mathapati, 2013). Mishra & Rath (2021) suggested that the practices of recruitment, training, and employee motivation as important human resource determinants for increasing employee involvement in green management principles. Employee satisfaction results from the perfect use of Green-HRM and is one of the critical prerogatives for effective organizational performance. The extent to which implementing green practices as a part of the human resource strategy can promote employee satisfaction has been pointed out (Franklin & Nilufar, 2018).

*H3: Green HRM practice has a significant mediating role in between job from home and job performance*



## 2.6. Moderating Role of Employee Value Proposition

EVP has become an essential strategy for the HR department to keep employees motivated and satisfied with the organization. According to Minchington (2006), EVP is “a set of associations and offerings an organization provides in return for the skills, capabilities, and experiences an employee brings to the organization. A study by Raj (2020) proved that EVP significantly impacts employee retention within the organization. In addition, this paper also found how psychological and social identity moderates the relationship between EVP and employee retention. As employee benefits are increased, the employees show their desire to stay in the organization (Sharma, 2019). Employee benefits, or EVP, refers to the rewards, opportunities, culture, and work environment that provide a compelling set of values to attract the desired workforce (Kennedy, 2013). Many studies suggested that the attributes associated with EVP highlight employees’ job satisfaction and intention to stay due to their attraction to the organization (Jiang and Iles, 2011). Moreover, because of the EVP Employee value proposition, the employees are more prone to work for the organization effectively (Robertson, 2013).

*H4: Employee value proposition has a significant moderating role in between job from home and job performance*

## 2.7. Moderating Role of Servant Leadership

Servant leadership is all about the role-play of a leader to successfully achieve the goals. Chen & Zhang (2020) conducted a study where they found that servant leadership significantly positively impacts employees’ service innovative behaviour. Servant leadership refers to the leadership quality that emphasizes increasing the satisfaction of the employees. It is considered the priority of servant leadership (Hoch et al., 2018). According to Lemoine (2019), leaders always try to help and guide their colleagues and subordinates to make sense of service and innovative behaviour towards job performance. From the review of literature, it is found that there is a similarity between servant leadership, soft-HRM, and Green-HRM. All serve the same purpose. Soft-HRM treats the employees as a valuable key aspect of the organization, which is why the organization conducts the necessary training and programs for personal and personal growth. Similarly, servant leader plays an active role in guidance and training to assist the subordinates in growing into service-oriented employees (Greenleaf, 1970; Lemoine et al., 2019). Whereas, Green-HRM practice facilitate the green behaviour of the employees. Similarly, Eva (2018) states servant leadership stimulates positive behaviour toward job performance.

*H5: Servant leadership has a significant moderating role in between Soft-HRM practice and job performance*

*H6: Servant leadership has a significant moderating role in between green HRM and job performance*

## 2.8. Conceptual Framework

From the theory and above literature, the following conceptual framework has been developed for the study which has presented below in figure 1.

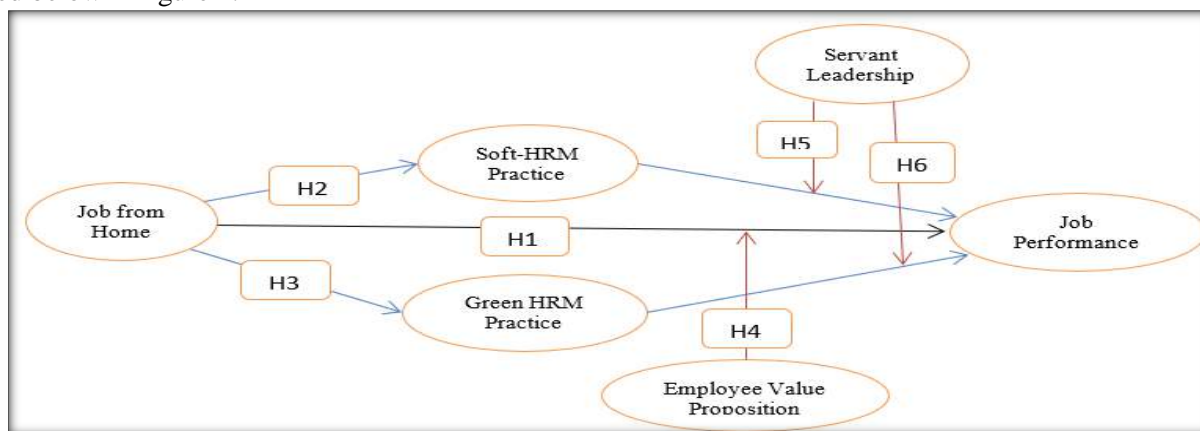


Figure 1: Conceptual Framework

## 3. METHODOLOGY

This study was designed to observe the moderating role of employee value proposition and servant leadership and mediating role of soft-HRM practice and green-HRM practice between job from home and job performance among university lecturers in Malaysia. To examine these relationships, an email questionnaire was employed to collect the data from 384 lecturers/professors from the top 20 universities in Malaysia. The survey instrument was adopted and

adapted from Susilo, D. (2020) and Olson, Olson-Sigg, & Larson (2008). A 5-point Likert-type scale was employed. In the questionnaire, six items were used to measure each construct: job from home, job performance, soft-HRM practice, green HRM practice, servant leadership, and employee value proposition. The sampling frame was the top 20 universities in Malaysia which were obtained from the Malaysian top ranking universities Directory 2020. The sample size was 500. A simple random sampling technique was employed for data collection. The questionnaires were addressed to the lecturers/associate professors/professors working from home from February-April, 2021. A total of 650 questionnaires were emailed with a cover letter that ensured the anonymity of answers and encompassed a brief description of the study's purpose. However, the analysis started after getting 500 usable questionnaires to return from the respondents.

### 3.1 Common Method Variance (CMV)

This article has applied Harman's one-factor test to find the common method bias (Podsakoff & Organ, 1986). It also conducted a more sophisticated procedure to compare the measurement models with and without a latent common method factor (Podsakoff, Lee & Podsakoff, 2003). However, the analysis implied not a severe issue of standard method variance in this study.

### 3.2 Demographic profile

Gender	Frequency	Percent
Male	227	45.40
Female	273	54.60
Age	Frequency	Percent
Less than 30	52	10.00
30 to 40	198	40.00
41 to 50	148	30.00
Above 50	102	20.00
Experience	Frequency	Percent
Less than 5 years	49	10.00
5 to 10 Years	201	40.00
11 to 20 Years	151	30.00
above 20 Years	99	20.00
Designation	Frequency	Percent
Lecturer	53	10.00
Sr. Lecturer	197	40.00
Associate Professor	152	30.00
Professor	98	20.00
Marital_Status	Frequency	Percent
Married	326	65.20
Single	87	17.40
Widow	58	11.60
Divorced	29	5.80

#### Population:

The total population is 500, where the female population is greater than the Male population, female population consisting of 273 people and male population consisting of 227 people.

**Age group:**

Less than 30 age group consist of only 52 people and is the least among all the age groups. Age wise, number of people from age 30 to 40(ie. comprising of both male and female) is greater among all age distribution with 198 population. Age group 41 to 50 consist of 148 people. And lastly, above 51 we have a total of 102 people.

**Experience:**

Less than 5 years has the minimum number of people experience ie. 49 people. 5 to 10 years is the greatest among them all with a total of 201 people. 11 to 20 years consists of 151 people and lastly experience above 20 years there are total of 99 people.

**Designation:**

There are 53 lecturers. 197 people as Sr. lecturer with the highest number of people. Number of Associate Professor are 152. And the total numbers of professor is 98.

**Martial status:**

The majority of the people are married with a total of 326 people. Number of unmarried people is 87. There are 58 people under widow and 29 people who has divorced by far.

**4. Data analysis and findings**

For analyzing the collected data for this study, the Smart-PLS 3.2.9 and SPSS 23 software were used (Ringle, Wende& Becker, 2015). Two-step techniques were used for analyzing the data, the first step was the measurement model for checking construct validity, reliability, convergent validity, and discriminant validity, and in the second step, the structural model was developed for testing the hypothesis (Anderson &Gerbing, 1988; Hair, Hult, Ringle, &Sarstedt, 2017).

**4.1 Assessment of the Measurement Model**

To assess the measurement model, we examined the internal consistency reliability, convergent validity, and discriminant validity (see Table 2). To evaluate the internal consistency of the measures, Cronbach's Alpha (CA) and composite reliability (CR) were utilized, which ranged from (0.882 to 0.928) (0.907 to 0.942), respectively, thus surpassing the 0.70 cut-offs in all the cases (Hair et al., 2017). The factor loadings (FA) of all the items and the average variance extracted (AVE) were conducted for convergent validity. Convergent validity was confirmed because all the items' loading was more than 0.4(Holand, 1996) and the AVE for all the constructs was more than 0.5 thresholds (Hair et al., 2017). All the mentioned results are presented in Table2 and Figure 1.

Table 1: Construct validity, reliability and convergent validity

Constructs/Items	F.L	CA	CR	AVE
EVP		0.949	0.958	0.794
EVP1	0.892			
EVP2	0.899			
EVP3	0.894			
EVP4	0.920			
EVP5	0.858			
EVP6	0.882			
GHRM		0.910	0.931	0.692
GHRM1	0.778			
GHRM2	0.895			
GHRM3	0.899			
GHRM4	0.823			
GHRM5	0.753			
GHRM6	0.830			
JFH		0.908	0.929	0.687

JFH1	0.718			
JFH2	0.861			
JFH3	0.871			
JFH4	0.861			
JFH5	0.795			
JFH6	0.858			
JP		0.879	0.908	0.623
JP1	0.816			
JP2	0.822			
JP3	0.773			
JP4	0.842			
JP5	0.729			
JP6	0.750			
SHRM		0.877	0.907	0.620
SHRM1	0.748			
SHRM2	0.833			
SHRM3	0.802			
SHRM4	0.821			
SHRM5	0.730			
SHRM6	0.788			
SL		0.931	0.924	0.672
SL1	0.931			
SL2	0.814			
SL3	0.785			
SL4	0.779			
SL5	0.811			
SL6	0.788			

CA: Cronbach's Alpha; CR: Composite Reliability, AVE: Average Variance Extracted

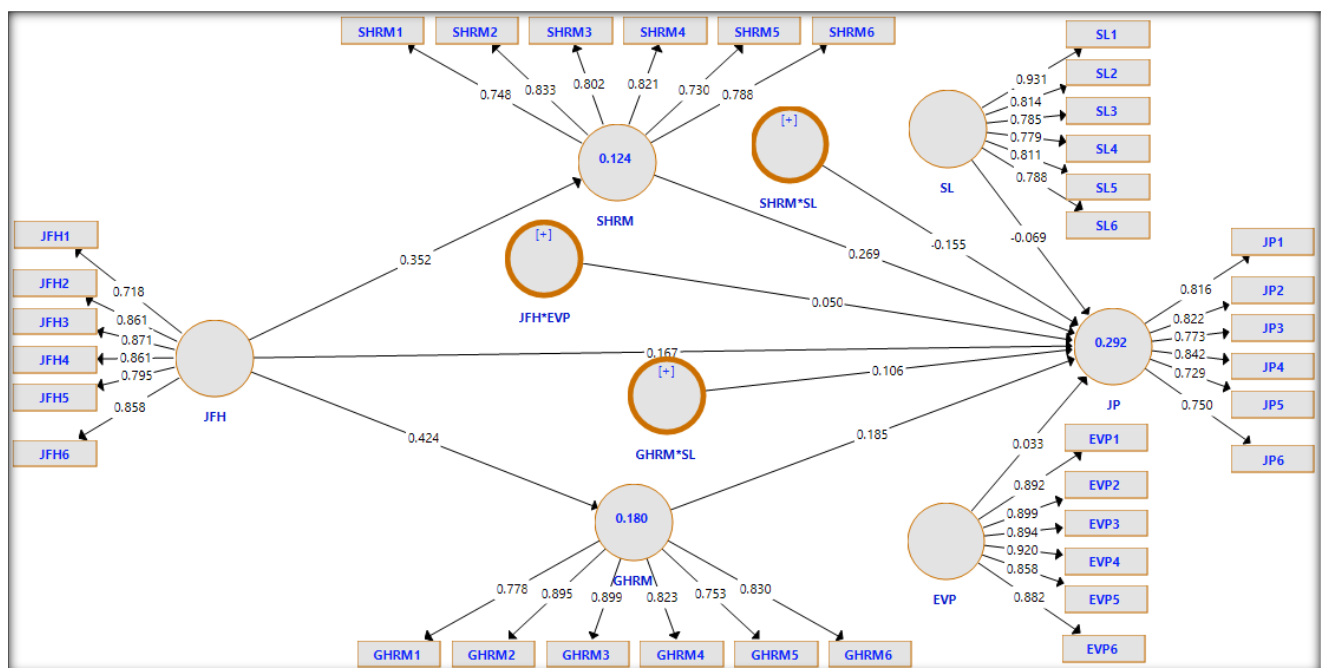


Figure 2: Measurement model with outer loadings and R<sup>2</sup> values from PLS-Algorithm



FornellLacker is the first criterion that needs to confirm for discriminant validity. According to this process, the value of the square root of AVE of one construct must be higher than the value of inter-correlations between the constructs. A construct must represent more variance with its items than it does with others in the model. As depicted in table 3, the square roots of the AVE of all constructs are bigger than their corresponding inter-correlations values that confirm discriminant validity of all constructs.

Table 2: Discriminant Validity: FornellLarcker

Constructs	EVP	GHRM	JFH	JP	SHRM	SL
EVP	0.891					
GHRM	0.231	0.832				
JFH	0.292	0.424	0.829			
JP	0.083	0.409	0.316	0.790		
SHRM	0.051	0.561	0.352	0.457	0.788	
SL	0.373	0.251	0.308	0.066	0.176	0.820

Regarding discriminant validity, Henseler et al. (2015) proposed the Heterotrait-Monotrait Ratio (HTMT) method, which confirms discriminant validity between each pair of variables. Table 3 shows that the HTMT values are below the threshold of 0.90 (Henseler et al., 2015).

Table 3: Discriminant Validity: HTMT

Constructs	EVP	GHRM	JFH	JP	SHRM	SL
EVP						
GHRM	0.248					
JFH	0.314	0.466				
JP	0.090	0.456	0.350			
SHRM	0.059	0.629	0.391	0.516		
SL	0.429	0.298	0.378	0.072	0.180	

#### 4.2. Assessment of the Structural Model

Hair et al. (2017) proposed six criteria for assessing the Structural Model using PLS-SEM. In the initial stage of assessing the structural model, addressing the latent collinearity issues is essential. Also, it is essential to assess the significance and relevance of the structural model relationship by assessing the level of variance explained by the dependent variable (R<sup>2</sup>), level of variance explained by the dependent variable (R<sup>2</sup>), the level of effect size (f<sup>2</sup>), and the predictive relevance (Q<sup>2</sup>). Moreover, it is also essential to assess the corresponding t-values of the path a coefficient via bootstrapping with 5,000 resamples. The assessment of the effect sizes of the relationships is critical; as Sullivan & Feinn (2012) mentioned, the p-value tells us whether the effect exists but does not disclose the size of the effect.

Table 4: Structural Model Assessment

R-Square	Endogenous Variables	R Square		R Square Adjusted	0.26: Substantial, 0.13: Moderate, 0.02: Weak (Cohen, 1988)
	GHRM	0.180		0.178	
JP	0.292		0.280		
SHRM	0.124		0.122		
Effect Size (F-square)	Exogenous Variables	GHRM	JP	SHRM	0.35: Substantial, 0.15: Medium effect, 0.02: Weak effect (Cohen, 1988)
	EVP		0.001		
	GHRM		0.029		
	JFH	0.220	0.028	0.141	
	SHRM		0.063		

	SL		0.005			
Colinearity (Inner VIF)	Exogenous Variables	GHRM	JP	SHRM	VIF <= 5.0 (Hair et al., 2017)	
	EVP		1.338			
	GHRM		1.659			
	JFH	1.000	1.398	1.000		
	SHRM		1.620			
	SL		1.288			
Predictive Relevance (Q-Square)	Endogenous Variables	CCR	CCC		Value larger than zero (0) indicates Predictive Relevance (Hair et al., 2017)	
	GHRM	0.122	0.565			
	JP	0.175	0.470			
	SHRM	0.075	0.467			

Tables 6 present the findings related to our direct hypotheses. In support of the first prediction (H1), Work from Home was not statistically significantly related to Job Performance ( $\beta = 0.050, t=0.840, p < 0.401$ ). However, concerning second prediction (H2) of Sexual Life has a significant effect on Job Motivation as the  $\beta = 0.598, t = 12.087, p < 0.000$ . Since the p-value is lower than 0.05 and the t-value is higher than 1.96 that confirms a significant effect. Hence, the H2 was supported and H1 was not supported which has presented in Table 6 and Figure 3.

Table 5: Path coefficient (Direct effect) result

Hypotheses	OS/Beta	LL	UL	T	P	Decision
H1. JFH -> JP	0.167	0.048	0.278	2.830	0.005	Significant

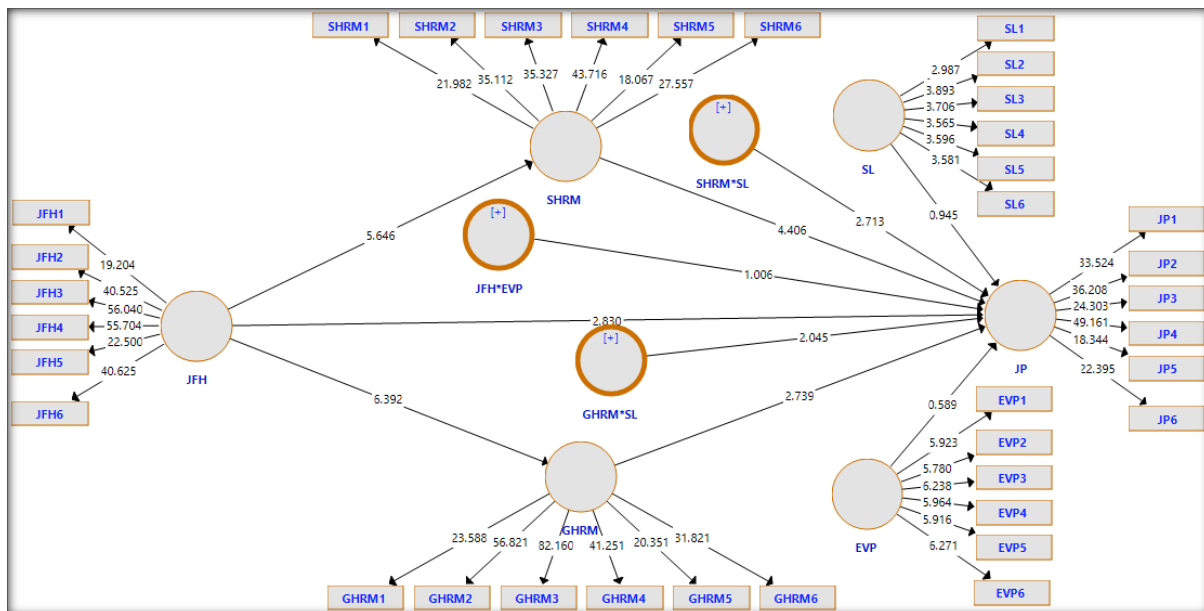


Figure 3: Structural model with inner model t-values

Furthermore, the mediating effect of JM between WFH and JP was statistically significant as the value of  $\beta=0.040, t= 2.267, p < 0.024, LL=0.036, UL=0.148$  the p-value is lower than 0.05, and the t-value is higher than 1.96. In addition, since the value of LL and UL are both positive, zero (0) is not in between, which confirms mediating effect (Preacher and Hayes, 2008). However, the mediating effect of JS between WFH and JP was found statistically insignificant as the value of  $\beta= -0.007, t= 0.553, p < 0.581, LL= -0.007, UL=0.019$  (Preacher and Hayes, 2008). Therefore, all the mentioned results are presented in Table 7 and Figure 3.

Table 6: Mediating effect result

Hypotheses	OS/Beta	LL	UL	T	P	Decision	Mediation
H2.JFH -> SHRM -> JP	0.095	0.046	0.158	3.352	0.001	Significant	Partial
H3.JFH -> GHRM -> JP	0.078	0.023	0.145	2.396	0.017	Significant	Partial

After examining the direct path and mediating relationships within the core model, the next step was to examine the moderating effect of the Servant Leadership and Employee Value Proposition and Job Performance. Table 7 shows that among the three moderating hypotheses, two hypotheses (SHRM\*SL -> JP and GHRM\*SL -> JP) were statistically significant as their t-values were more than 1.96 and p-values were less than 0.05. It means SL plays a significant moderating effect on the relationships between SHRM and Job Performance. Similarly, SL has a significant moderating effect between GHRM and Job Performance. However, the moderating effect of EVP on the relationship between JFH and JP was not significant as the t-value is less than 1.96 and p-value is more than 0.05.

Table 7: Moderating effect result

Hypotheses	OS/Beta	LL	UL	T	P	Decision
H4. JFH*EVP -> JP	0.050	-0.046	0.152	1.006	0.315	Not Significant
H5. SHRM*SL -> JP	0.155	0.239	0.050	2.713	0.007	Significant
H6. GHRM*SL -> JP	0.106	0.018	0.207	2.045	0.041	Significant

## 5. DISCUSSION:

In this study, the author found a vital mediating role of green HRM and Soft-HRM practices in the nexus between job from home and job performance during the C-19 Lockdown Crisis. The study also proved that servant leadership and employee value proposition were moderating variables for employee performance while doing the job from home. In such a context, data collection was done by sending 650 questionnaires among the lecturers, senior lecturers, assistant professors, associate professors, and professors in top-ranked universities in Malaysia. To answer the research question, the survey finally received feedback from 384 respondents. First of all, the finding of the research study says that a job from home has a direct and positive significant impact on job performance during the C-19 lockdown crisis. The second finding also revealed that soft-HRM and green HRM both have a significant positive mediating effect between job from home and job performance.

Similarly, the third finding says that servant leadership has a significant positive moderating role in green HRM and job performance. Fourthly it was found that servant leadership also has a negative significant moderate role in the relationship between soft-HRM and job performance. Furthermore, the last result shows that employee value proposition does not find any significant moderating effect between job from home and job performance.

## 6. Limitations and Future Research Directives

Limitations/implications-This study has been conducted on lecturers, Sr. lecturers, associate professors, and professors in top-ranked universities in Malaysia only, but in this study, students and other educational staff could be included for better response. This study has a sizeable curb in its explanation; thus, there are plenty of scopes for future research on this particular area to be put through. Our study was completed based on an online data sample that lacks physical observation. The stated research included a positivist research philosophy, deductive approach, explanatory study design, and quantitative data collection strategy. So, the future researcher can do their studies focusing on exploratory and qualitative approaches after the situation is a little bit normalized.

Our research provides an innovative perspective on the job from home has a direct and positive significant impact on Job Performance during the C-19 Lockdown Crisis. In addition, the study also revealed that soft-HRM and green HRM have a significant positive mediating effect between job from home and job performance. Similarly, servant leadership has a significant positive moderating role in green HRM and job performance. Servant leadership also significantly moderates the relationship between soft-HRM and job performance. However, it is negatively moderated. Furthermore,

employee value proposition does not find any significant moderating effect between job from home and job performance.

## 7. Conclusion and Recommendation

Our study was unique among previous empirical designs and behavioural research because it employed Smart-PLS 3.3.3 was used for testing the proposed hypotheses and analysis. Further, Smart PLS 3 was utilized to run the analysis. The study's primary purpose was to investigate the mediating role of green HRM and Soft-HRM practices in job-from-home and job performance of the teaching faculties working from home in October-December, 2021, during the C-19 Lockdown Crisis.

The theoretical implication of our research incorporated literature review, job performance, work from home, Mediating Role of Soft-HRM and Green HRM, Employee Value Proposition, and Servant Leadership to study job performance in the higher educational institutions in Bangladesh. His study considered that these theoretical aspects are related, and their collaborative influence increases expertise in the academic fields and job satisfaction. They all are core values of an organization.

Findings from our study contribute universally to the job satisfaction and performances among the lecturers, Sr. lecturers, associate professors, and professors in top-ranked universities. The second most thing about this research paper is that the paper has been written in a lucid manner with graphs that will act as literature on strategic HRM practices, Job performance, and job satisfaction at the time of any pandemic.

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**Appendix-A: Variables and Items used in the study**

Coding	Job From Home	SD	D	N	A	SA
JFH 1	I spend all of my time at home during my work	1	2	3	4	5
JFH 2	I feel connected enough to my teammates	1	2	3	4	5
JFH 3	I use internet technology to do my work as much as possible	1	2	3	4	5
JFH 4	I have all the equipment and remote tools I need to complete my work	1	2	3	4	5
JFH 5	I have a separate and suitable space in my home for work	1	2	3	4	5
JFH 6	I feel as productive at home as I am at the office	1	2	3	4	5
Job Performance						
JP1	I have accomplished all of my duties according to the key performance indicators of my company even if I work from home	1	2	3	4	5
JP2	I finish my job responsibilities well without any significant problems even if I work from home	1	2	3	4	5

JP3	I can save my time and energy by doing work from home	1	2	3	4	5
JP4	I kept in mind the work result I needed to achieve while work from home.	1	2	3	4	5
JP5	I worked on keeping my work skills up-to-date while work from home.	1	2	3	4	5
JP6	I am able to carry out my work efficiently while work from home	1	2	3	4	5
<b>Soft-HRM</b>						
SHRM1	HRM is playing an effective role in increasing employee motivation in my organization.	1	2	3	4	5
SHRM2	HRM ensures the welfare of the employee in my organization.	1	2	3	4	5
SHRM3	HRM is playing an effective role in ensuring job satisfaction and commitment of the employees	1	2	3	4	5
SHRM4	HRM helps to develop professional skills for maximising the employee's performances in my organization.	1	2	3	4	5
SHRM5	HR policies in my organization are suitable for all employees.	1	2	3	4	5
SHRM6	HR department treats fairly to all the employees in my organization	1	2	3	4	5
<b>Green HRM</b>						
WLB1	The environmental performance of my company attracts new employees.	1	2	3	4	5
WLB2	The company prefers to hire employees who have environmental knowledge.	1	2	3	4	5
WLB3	Employee selection takes environmental motivation into account.	1	2	3	4	5
WLB4	All selection steps consider environmental questions.	1	2	3	4	5
WLB5	Every employee has specific environmental goals to achieve.	1	2	3	4	5
WLB6	Cash rewards are provided to recognize environmental performance.	1	2	3	4	5
<b>Employee Value Proposition</b>						
EVP1	I am provided with adequate infrastructure and facilities to perform my duties.	1	2	3	4	5
EVP2	My company treats all employees fairly and with respect regardless of gender, ethnicity, age, and religion.	1	2	3	4	5
EVP3	My company compensation policy provides me the flexibility to structure compensation as per my needs	1	2	3	4	5
EVP4	The present job helps to enhance my skills and knowledge	1	2	3	4	5
EVP5	My company has excellent leadership.	1	2	3	4	5
EVP6	My work load allows me to balance between personal life and professional career.	1	2	3	4	5
<b>Servant Leadership</b>						
SL1	Leaders of my organization develop career planning for all employees on a priority basis.	1	2	3	4	5
SL2	I work with my leaders for the fulfilment of organizational goals, but not for the interest of my leader.	1	2	3	4	5
SL3	My leader always helps me to overcome my personal problems	1	2	3	4	5
SL4	My leader always prioritises my interests instead of his interest	1	2	3	4	5
SL5	My leader has given me adequate freedom to resolve the work-related problems that make me satisfied.	1	2	3	4	5
SL6	My leader is flexible in accepting a realistic opinion from co-workers in the decision-making process.	1	2	3	4	5