

# Measuring the Influence of Human Resource Management on Environmental Performance: Mediating Role of Organizational Citizenship Behaviour for the Environment

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## Abstract

The study is an attempt to explore the relationship among strategic human resource management (SHRM), organisational citizenship behaviour for the environment (OCBE) and environmental performance (EP) at workplace. Present work tries to explore the direct and indirect (via OCBE) impact of SHRM on EP. It's a unique attempt made by the researcher to investigate the impact that human resource management practices may have on the environmental performance of an organisation in Indian context. A survey was conducted with the help of reliable and validated questionnaires from 1432 respondents across 181 different pharmaceutical organisations in the state of Himachal Pradesh. The findings of the study suggest that strategic human resource management impacts environmental performance in both ways i.e., directly and indirectly (via OCBE).

**Keywords:** Strategic human resource management, organizational citizenship behaviour, environment, sustainable development, green HRM, organisational behaviour, environmental performance, mediation analysis, direct indirect effect.

## Key Points:

- The research attempts to explore the relationship among strategic human resource management, environmental performance of the organisation and the organisational citizenship behaviour for the environment displayed by the employees at workplace.
- This paper is in Indian context specifically for organizations that need to manage their

environmental performance for attaining the sustainable development goals.

- It's a unique attempt made by the researcher and the author believes based on previous research findings that human resources can be utilized more usefully to improve the environmental performance of an organization.

### 1. Introduction:

Early mention of the concept of Strategic Human Resource Management (SHRM) was found in 1920s (Lengnick-Hall et al. 2009), showing how important the variable has been since long. Though, the role of SHRM and its relationship to environmental sustainability is relatively new area of research (Jackson and Seo, 2010), and this is because of the fact that at present the organizations face continues heat from their shareholders and stakeholders to be more environmentally active (Haldorai et al., 2022; Molina-Azorín et al. 2009). As it is known, SHRM mainly means aligning HRM and the strategic objectives of an organization to attain success (Gratton & Truss 1994), thus, strategic HRM favors workers as the prime source to take a competitive lead (Dilla, Janvrin, Perkins, & Raschke, 2019; Jin, Du, Long, & Boamah, 2019; Lengnick-Hall et al. 2009; Swailes 2002; Huselid 1995). Thus, linking human resource management and environmental performance (EP) may bear fruitful results from all the perspectives (Wang et al., 2021; S. Zhang, Wang, & Zhao, 2019; Wehrmeyer, 1996 & 2017).

When we look at the available literature of the past 20 or so years, researchers from the field of environment management have shown their interest towards the area of human resource management while pointing out the important role that discretionary behaviour concerning green practices displayed by employees play at work place (e.g., Kitazawa and Sarkis 2000; King and Lenox 2001; Jiang and Bansal 2003; Branzei et al. 2004; Fernaández et al. 2003; Jabbour and Santos 2008; Daily et al. 2012). On the other hand, researchers from the area of human resource management have opined about better implementation and techniques of environmental concerns (Jackson and Seo 2010; Jackson et al. 2011; Wagner 2012; Renwick et al. 2013).

It has been opined recently that economic development is a threat to sustainable development (Asumadu Sarkodie, Owusu, & Leirvik, 2020; Givens, Huang, & Jorgenson, 2019). Present work on environment management signals that to achieve the objective of environmental sustainability, appropriate HRM practices can be used by the organizations to stimulate their employees. Further to this, an endeavor to link strategic HRM and environmental performance shows a fairly new area; though there are past attempts (Wang et al., 2021; S. Zhang, Wang, & Zhao, 2019; Paille et al., 2013) that have somewhat focused on ways that can help in the execution of some practical approaches that may help the employees go greener by adopting such practices in their day-to-day works (Ma, Zhang, Yin, & Wang, 2019; Huang & Daily 2001; Clair & Milliman 1996). Further, it has also been pointed out earlier by Jackson and Seo (2010) that management scholars have shown very little concern towards this area and especially HRM is the area which has been least linked to environment management.

HRM scholars have been constantly looking for the practices that may be applied at the functional or strategic level which may help in building up the environmental performance of an organization (Haldorai et al., 2022; Zhang et al., 2022), but going through the available literature it can be seen that very less attempts have been made in identifying the practices that may be adopted at individual level that may help in fostering of front line employees taking up green initiatives at work (Pham, Tučková & Jabbour, 2018; Pham, Tučková, Thanh & Thuy, 2019). Other thing to be remembered is that identifying such practices is one thing while implementing them is another. Though it has been suggested that employers should take proper account of such behaviours and also need to understand how and why employees take up such activities or roles (Wang et al., 2021; S. Zhang, Wang, & Zhao, 2019; Shahab et al., 2020; Jackson and Seo, 2010).

Thus, the present work investigates the relationship existing between HRM and environment management practices via discretionary employee involvement in promoting green practices at work (aka

organisational citizenship behavior for the environment). The study has been conducted in India, which is one of the fast-growing economies at one hand but dealing with severe hazardous environmental conditions prevailing in various parts of it on the other hand. Though there are much legislation enforced by the government to keep a check on pollution, yet, such research work may prove useful in gaining and disseminating such knowledge to organizations to do a better job in dealing with environment.

Keeping in view the above implications of previous studies and drawing on the research gaps, the study makes an attempt to fill the gap of identifying how HRM practices can contribute to the improvement of environment management practices, thus linking both. Further to this, though earlier works show the importance of role of frontline workers in smooth implementation of such environmental management systems and also reducing the negative impacts of their own actions (Wang et al., 2021; S. Zhang; Roy et al. 2013), but, the relationship of OCBE to environment performance (EP) mostly remains unanswered (Pham, Tučková & Jabbour, 2018; Pham, Tučková, Thanh & Thuy, 2019; Ramus and Killmer 2007; Hanna et al. 2000). Thus, the present research work tries to fill this gap by exploring the mediating effect that OCBE may play in explaining the relationship between SHRM and EP.

The present research tried to answer the following research questions:

- The research has tried to study the association between Human Resource Management and Environmental Management.
- As some recent research exemplify the relationship between environment management and human resource management for the achievement of environmental performance (EP). Thus, the research has tried to identify the link between HRM and EP and how this relationship is stimulated by the organizational citizenship behavior for the environment of the employees.

## 2. Literature and Theoretical Background:

Today, organizations have to always deal with some additional developments that keep taking place in the business environment. Most recent example of such development is the pressures faced from shareholders and stakeholders to adopt activities that mostly are environmentally responsible (Zhang et al., 2022; Shahab et al., 2020; Molina-Azorín et al. 2009). In the present context by environmentally responsible we mean producing output but not at the cost of harming the environment i.e., remaining committed to the environment and at the same time working for the output. Thus, this makes it imperative for the organizations to work in parallel to achieve both the goals (Wang et al., 2021). Though there are laws and acts enforced by appropriate government to keep a check on such requirement, but for its successful implementation it also requires a proper commitment from these organizations too. There are organizations which do value such concerns and then there are which mostly are concerned about the profit part (Zhang et al., 2022). Hence, it is the demand of the time to keep a track of such activities that concern environment and if possible, also measure them (Shahab et al., 2020).

To measure environmental performance the literature sets out various variables that may be used to measure it, viz. pollution prevention, environmental releases, recycling activity and waste minimization (Lober 1996; Tang et al., 2017), and the tools available for increasing and implementing it are covered under the name of (EMS), and includes ISO 14001 certification. Such tools demand high interaction between the HRM of an organization and EM for its successful implementation (del Brío et al. 2007). If we take a look at some of the recent research works, we will be able to find that for successful achievement of environment performance EM and HRM need to be tied together (Mashala, Y. L., 2018; Paille et al., 2013). To further strengthen this relationship, we need to have a look at studies conducted by Jabbour and Santos (2008a, b) in which they examined different organizations all with ISO 14001 certification, and came out with the finding that those organizations were doing great in terms of environmental performance where employees were inspired by the correct and proper implementation of required HRM practices at various steps of production processes. The other findings of these studies point out at the

past 15 years of research done by researchers specialized in EM and they show that they have focused their consideration to human resource management and have emphasized the cruciality of green individualistic concerns at work (e.g., Daily et al. 2012; Jabbour and Santos 2008a; b; Branzei et al. 2004; Fernánde z et al. 2003; King and Lenox 2001; Kitazawa and Sarkis 2000; Jiang and Bansal 2003).

Though the above researches are motivating enough to conduct further research into establishing relationship between HRM and EM (Renwick et al. 2012; Muller-Camen et al. 2010), but looking at the recent trends relating to the researches that have focused on the association between HRM and environmental management there are mostly studies displaying how organizations weaken their environmental impact once they find their workers displaying greater inclination towards environmental practices in their work area (Ramus and Steger 2000), and unfortunately till date, there are only a few research works especially empirical that have explicitly addressed the relationship between HRM or strategic HRM (SHRM) that inspires employees environmental friendly behaviors and hence empowering organizations to improve their environmental performance (Pham, Tučková, Thanh & Thuy, 2019). It has also been stated by Jackson and Seo (2010) that ‘management scholars have not shown any keen interest in the area of environmental sustainability’. Keeping the above-mentioned literature in mind the present research has been framed to study the association between Human Resource Management and Environment Management and at the same time also focusing on how employees are involved voluntarily in supporting their organizations become greener.

To add to this there are several studies that show that SHRM and organizational performance are related. Most of the works on SHRM conclude that HRM contributes positively in achieving the strategic goals. And since strategies are made to improve upon the productivity as hence the company’s economic value, it may be inducted that SHRM positively contribute in improving the company’s effectiveness (Misa and Stein, 1983; Walker and Bechet, 1991). Thus, on the basis of the studies presented we propose our first hypothesis, that,

*H<sub>1</sub> = “Strategic human resource management (SHRM) impacts Organisational citizenship behaviour for the environment (OCBE) positively”*

*H<sub>2</sub> = “Strategic human resource management (SHRM) positively influences Environmental Performance (EP)”*

Further to this it is known that implementing HRM practices effectively in an organization is the responsibility of the HRM department personnel as well as of the line managers. Thus, making the role of all these managers extremely crucial in the implementation of these practices and also supporting and motivating the employees (Wang et al., 2021; S. Zhang, Wang, & Zhao, 2019; Smith, 1990). This motivation in turn may help and support employees to adopt and get involved into such practices that though are not the part of their routine work but if performed may help in making the organization a green place and move towards sustainable development (Barney, 1991; Wernerfelt, 1995)

Although literature concerning environment do mention the positive participation by the floor-level workers in negating the effect of their activities impacting the environment because of their job (Shahab et al., 2020; Haldorai et al., 2022; Hanna et al. 2000), as well as their positive role in the implementation of such systems (Ramus and Steger 2000), but yet, its specificity of the association with EP stays uncertain (Pham, Tučková & Jabbour, 2018). Thus, the present research also does try to extend what is already available by investigating the degree to which organizational citizenship behaviors (especially for the environment) (OCBE) at work act as a mediator to the relationship of SHRM and EP.

The importance of studying OCBE can be understood from the fact that the successful implementation of green initiatives, technologies or any such programs in an organization not only depends upon meeting the formal requirements but also on the unconditional support of the employees at every level. This support is provided by the employees at different levels, ranging from mandatory duties to be performed as well as the voluntary actions performed by the employees. All such voluntary actions performed

by the employees come under the category of OCBE which may include - sorting waste, avoiding paper wastage, recycling waste, suggesting improvements to reduce energy consumption, or setting up a green committee etc., all such actions have been shown earlier to have a positive influence on EP (Andersson and Bateman 2000; Ramus and Steger 2000). This has been further confirmed, that the success of such programs to a lot of extent depends upon these discretionary behaviours of employees which are not done for formal appraisals or rewards (Daily et al. 2009). But, to the utter surprise of most, behaviors that can weigh so much in the successful implementation of environment management systems have scanty been studied in the past works, especially empirically research, which has been seriously missed. Even if there are a few studies most have not differentiated between the voluntary and involuntary behaviours, which however is quite important (Boiral 2009; Daily et al. 2009; Ramus and Killmer 2007).

Boiral (2009) defines OCBE as “discretionary behaviours that may be individual or social individual which are not exclusively recognized by the organizations for the purpose of reward or appraisal but they do positively add to increasing the effective management of environmental practices being followed by organizations”. These behaviours include initiatives of different kinds, like, sorting waste, avoiding paper wastage, recycling waste, suggesting improvements to reduce energy consumption, or setting up a green committee, representing the organization at different stages and occasions as representatives in events concerning environment. Though at first these behaviours look like secondary, however, their presence can impact environmental performance (Ramus and Killmer 2007; Boiral 2009; Ramus 2007).

The studies related to OCBE which are available have focussed mostly on defining their scope, impacts and determinants (Boiral 2009; Daily et al. 2009; Ramus and Killmer 2007) on one hand while on the other the importance of such initiatives, though the empirical validation of it remains poorly defined. The reasons for interest in the concept of OCB has its root in the evidences that it in general increases organizational effectiveness and this is what

made many researchers to focus interest in identifying these characteristics (Podsakoff et al., 2009; Organ & Ryan, 1995; Farh, Podsakoff, & Organ, 1990; Podsakoff et al., 2000; Organ & Konovsky, 1989; Brief & Motowidlo, 1986; Smith et al., 1983). Thus, we propose two more hypothesis here, which state that,

*H<sub>3</sub> = “OCBE impacts environmental performance positively”*

*H<sub>4</sub> = “OCBE works as a mediator to the relationship between SHRM and environmental performance”*

### 3. Materials and Methods:

#### 3.1. Statement of the problem:

India is blessed with a large belt of Himalayas which has scenic climatic condition & priceless natural resources. These states have a lot of industrial estate; many hotels have been developed, resulting in the both economic & social growth of the state. But the usual downside of such growth is that increased environmental contamination (Wang et al., 2021) due to rapid construction across the rivers and on the hills. Though efforts have been put into by a number of agencies especially the government but it is an equally important duty of the industrial set-ups too to take this seriously and adopt and also come up with some defining strategies required for tackling issues concerning environment and also working towards improving such awareness among its employees across different levels. The first step towards adoption is awareness which further will lead to better implementation.

Kedarnath disaster which occurred in India in 2013, is one such example and one of the major reasons of it was uncontrolled industrial growth. It was a huge monetary and human loss which has not yet been recovered and few will never be recovered and we for sure don't need another such disaster.

Hence, it is the call of time that present industrial set-ups in such areas should be environment friendly and hence sustainable in nature. The present work attempts to explore different relationships which are

expected to lead to a better environmental performance of a firm and have been put forth clearly under objectives in the next section.

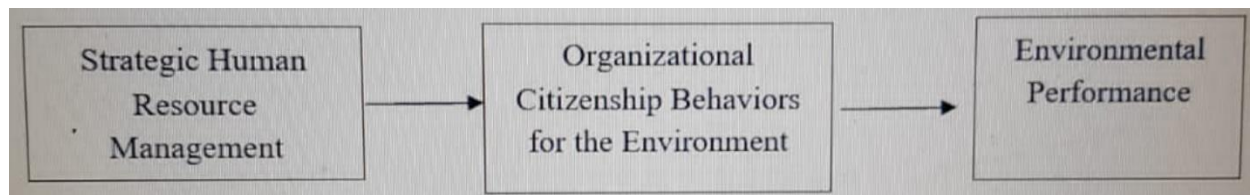
### 3.2. Design:

The present research is descriptive as well as empirical in nature. Direct and indirect effects of SHRM on EP have been checked for. Direct effect and indirect effect has been tested through mediation analysis via SPSS AMOS (Student version). OCBE has been used as a mediator between SHRM and EP to check for the indirect effect via it.

### 3.3. Conceptual framework:

This research work proposes a conceptual model (Fig. 1). The model identifies that Strategic HRM and OCBE, are significant antecedent variables for attaining EP. Further, the available literature on EM supports that in order to attain environmental sustainability goals organizations can use suitable HRM practices to motivate their employees (Lengnick-Hall et al. 2009; Swailes 2002; Wehrmeyer, 2017). Some serious efforts have been made to discover what motivates employees to engross in environmentally friendly behaviors that benefit their organization to become greener.

Figure 1: Conceptual Model



### 3.5. Method Used:

Since the study utilizes checking direct and indirect effects, thus, regression analysis with the help of SPSS AMOS (student version) has been used to check for the direct effect and indirect effects. The subsequent sections discuss the other details regarding data, measures and the sample.

### 3.6. Sample and Procedure:

Data have been collected from manufacturing firms of Himachal Pradesh through a field survey to collect primary data that includes responses from top management (like CEOs, HR managers etc), and floor/frontline workers. The state has been selected for its aptness to the topic and it being a manufacturing hub for the pharmaceutical companies in the country. A local staff was recruited on salary basis to carry out this data collection work. Different questionnaires have been used for the different level of workers. Such a multiple-source design helps in reducing the common method biases and the systematic measurement error (Zhou et al. 2008). In total 252 organizations were approached while only 181 showed interest for the same. Data from 1432 respondents has been collected and it consists of 382 (CEOs + TMTs) and 1050 frontline workers

responses. Though a total of 134 matched questionnaires were found to be matching and hence were utilized for the study. Quota sampling method has been used to collect the data from July to December 2021.

### 3.7. Measures:

The survey has been conducted via scales measures of which have been adopted from previous studies and includes items on, SHRM (for CEOs and TMT members), OCBE (for frontline workers) and EP (for CEOs and TMT members). Questionnaires were framed based on the past factors available (Paille et. al., 2013, Tang et. al., 2017) and then the content validity was checked for with the help of experts from different institutes of repute. Further to this a small sample of 50 respondents was collected for the pilot study and the reliability of these questionnaires were found to be 0.91, 0.85 and 0.92 respectively for all three questionnaires.

## 4. Analysis and Interpretation:

This section deals with the analysis that was carried to find out the factuality of the hypotheses framed for the current study and hence to verify the correctness of the conceptual model proposed under Figure 1. The analysis has been done on the

data that was collected via a survey method with the help questionnaires that has already been discussed.

Analysis of data collected was done stepwise. Beginning with the bivariate correlation analysis (Table 1), which was performed to study the relationships that exist between the constructs of the study viz. Strategic Human Resource Management, Organizational Citizenship

Behaviour for the Environment and Environmental Performance. To establish the validity of the model, a path analysis was conducted with the help of SPSS-AMOS (student version) by providing Strategic Human Resource Management as predictor variable, Environmental Performance as criterion variable and Organizational Citizenship Behaviour for the Environment as mediator.

**Table 1:** Correlation matrix of all constructs

Variable	Mean	S.D.	1	2	3
1. SHRM*	43.22	09.44	-	0.78	0.67
2. OCBE*	45.43	10.38	0.78	-	0.63
3. EP*	59.37	11.93	0.67	0.63	-

\* SHRM – Strategic Human Resource Management, OCBE – Organizational Citizenship Behaviour for the Environment, EP – Environmental Performance

Examination of all the four hypotheses posed in this study have been stated and analysed with the help of path analysis (Standardized path weights mentioned in figure 2). All the direct and indirect standardized effects were studied and summarized separately in the table 3. For testing the goodness of fit for the proposed model, the following indices were used: chi-square statistic ( $\chi^2$ ), the significance value (p-value), chi-square/df ( $\chi^2/df$ ), the comparative fit index (CFI), the root means square error of approximation (RMSEA), and the test of close fit (PCLOSE).

The model was tested for its constructs i.e., the Strategic Human Resource Management,

Organizational Citizenship Behaviour for the Environment and Environmental Performance to examine the nature of associations they have with each other. At first the correlations analysis was performed (table 1) to look for evidences of associations, if they exist or not. All the correlations were found to be significant and indicating a moderate to strong degree of association among the constructs. After getting some significant values of correlation among the constructs, MLE method of multiple regression was employed using AMOS (student version) to determine the regression coefficients as sample data used for analysis followed the normality distribution assumption.

**Table 2:** Model fit indices of the model

Model	$\chi^2$	df	p	$\chi^2/df$	CFI	RMSEA	PCLOSE
Model	1188.113	545	.000	2.180	0.903	0.072	0

**Table 3:** Statistically significant standardized direct, indirect and total effects.

Variable	Effect	Self Efficacy	Career Aspiration
OCBE	Direct	0.682	-
	Indirect	-	-
	Total	0.682	-
EP	Direct	0.425	0.214

Indirect	0.146	-
Total	0.571	0.214

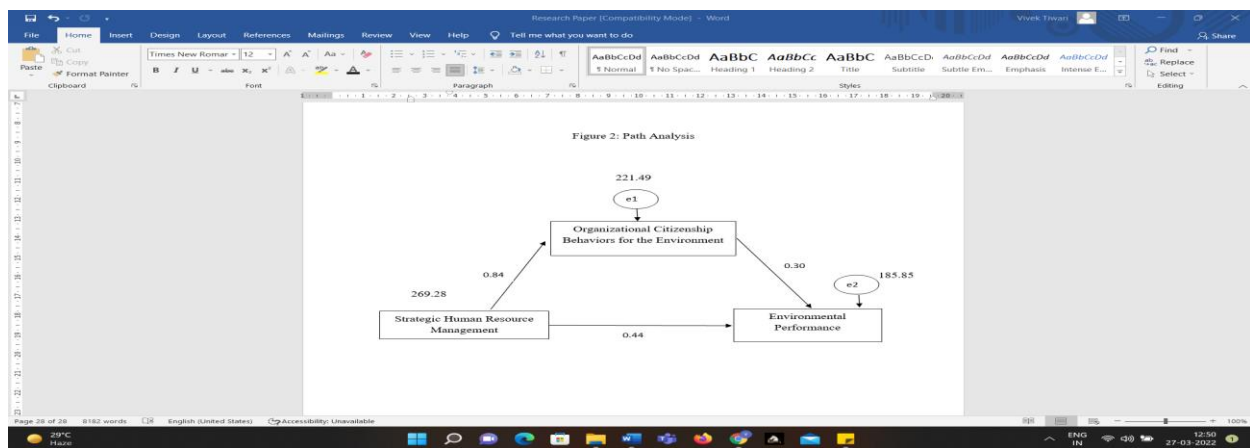
Note. \*\*. Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

To check the goodness of fit of an overall proposed model, CFA was used preceding the testing of individual hypothesis of a model. CFA paves way for further examination of data such as multiple regression and mediation. Initial results of CFA mentioned in table-2 suggested good fit

model indicating chi-square value = 1188.11, df = 545,  $p = 0.000$ ,  $\chi^2/df = 2.180$ , CFI = 0.903, RMSEA = 0.072, all of which lies in the desired acceptable range (Doll et al., 2004; Maruyama, 1998). All the standardized effects (direct, indirect, and total) are depicted in the table 3.

Figure 2: Path Analysis



From the results yielded, we found that all the hypotheses were statistically significant ( $p=95\%$ ,  $p=99\%$ ) and same was derived from the unstandardized regression weights mentioned in figure 2, which were all found to be significant. Hypothesis-1 was accepted confirming that SHRM has a positive influence on OCBE ( $\beta=.84$ ,  $p=.001$ ). Hypothesis-2 was statistically confirmed stating that SHRM influences EP ( $\beta=.43$ ,  $p=.001$ ). Hypothesis-3 was accepted which confirmed that OCBE positively relate to EP ( $\beta=.17$ ,  $p=.005$ ). Finally, Hypothesis-4 was also confirmed and showed the partial mediation effect of OCBE between SHRM and EP. Partial mediation of OCBE indicates that in its presence the relationship of SHRM to EP does gets to behave differently, suggesting a path to EP goes through the existence of OCBE. Since, the presence is only partial, it meant that there exist other variables to which need to be explored.

Hence, the results summarized the presence of a significant relationship between SHRM and EP, and also, the partial mediation effect of OCBE

between the SHRM and EP was also confirmed.

## 5. Discussion:

The aim of this study has been shown with the help of a model displayed in figure 1. Based on this associations between SHRM, OCBE, and environmental performance has been examined. In doing so, we framed three different hypotheses to check for all the relationships proposed through the model. First, relationship between SHRM and OCBE has been checked and confirmed. Continuing in the same way we established relationship between OCBE and EP. Post this the role of OCBE as a mediator to the relationship of SHRM and EP has been examined and it has been instituted that OCBE does mediates fully SHRM and EP relationship. This analysis was conducted on the pharmaceutical manufacturing units of India, located in the Baddi and near-by areas situated in the state of Himachal Pradesh and is knows as one of the major hubs for the production of pharmaceutical products in India. This analysis also tried filling the gap that existed in the literature concerning

HRM and environmental performance especially in the Indian context.

The finding of the present work has two new contributions to make to the already available literature especially in Indian context. Firstly, as it has been pointed out earlier that there exist no efforts regarding studies related to environment that can provide it new direction as already available literature has come to a stand-still (Jackson and Seo, 2010; Mashala, Y. L., 2018; Paille et. al., 2013) and in response to this the present work empirically shows how HRM can help in improving the environmental performance of an organization. Secondly, the study also looks into the frontline workers perspective that how such employees through OCBE can contribute in making the SHRM-EP relationship stronger. In our analysis we proved how relationship between SHRM and EP is fully mediated by the OCBE. Earlier research has stated that human resistance is one of the biggest barriers in the implementation of environmental management systems (Murillo-Luna et al. 2011; Hillary 2004; Pham, Tučková & Jabbour, 2018; Pham, Tučková, Thanh & Thuy, 2019). From the above discussion we can state that OCBE is a very crucial intervening variables to the relationship of SHRM and EP and yes SHRM can help in improving the environmental initiatives of an organization but not without the influence of OCBE. Also, it is to be noted that if managers are convinced and play the role of facilitators, it will further help in making the relationship of SHRM and EP stronger.

#### **6. Implications for Further Research:**

It is believed that, if, the management of an organization as well its employees have a vision that they ideally share and also a common considerate of the target and the path then the strategies can be effectively transformed into organizational objectives (York 2010). Now in the attainment of the vision of an organization if it has one of its missions as to grow, but not at the cost of environment i.e., causing as little as possible harm to the environment, this makes it imperative to involve employees by adopting appropriate strategic HRM practices. To make this happen firms need employees on which they will be able to rely and who, in turn will accept this responsibility with pride to work for the improvement of the environment (as they are

persuaded of the status of environmental issues) by adopting practices that are in general not the demands of their job. As already mentioned, that now-a-days there is a pressure even from the stakeholders as well as shareholders of a firm to protect the natural environment, this makes it imperative for organizations to be braced by convinced and hence inspired workforce to achieve environmental performance. Thus, it becomes a dual benefit for an organization where they are getting motivated employees who are eager to travel that additional distance and thus becoming a source of real inspiration and competitive advantage for them and are also involved in protecting the environment. This justifies as well as highlights the significance of considering the environmentally friendly behaviors such as OCBE at work.

Further to this, it has been found earlier as well as in the present study that adopting human resource practices at a core or strategic level enhances the environmental performance of an organization through OCBE. The data further suggests that for proper implementation of SHRM practices the belief for sustainability of natural environment within the employees of the organisation at every level could be an important factor. It requires support from all the levels of staff whether it be frontline workers of top management. That is firms must be aware of this important association that exists between personnel concern for the environment and the organisation's environmental objectives. To strengthen the link rewards could be associated with such initiatives within the organisation. It has also been suggested earlier and we further reiterate that if need is felt then organisations may even develop such specialized training programmes to educate its employees about environment and related concerns. To further strengthen this association future hiring, should be done keeping a check on the compatibility between prospect employee's values and the environment concerns of the firm (Huffman et al. 2009). The present study was conducted with some limitations at hand which can be kept as reference while conducting future research. One such restraint was that, the study employed subjective measures of EP, although management research often make use of perceptual (Ketokivi and Schroeder 2004; Tang et. al., 2017). Thus, making it likely for inconsistencies to enter between these measures

and the organisation released environmental information. Thus, it is suggested that future research could validate our results by using measures of EP that are objective in nature. Furthermore, the study only employed organisational citizenship behaviour as a mediating variable between environmental performance and SHRM, which does not at all mean that citizenship behaviour is the only important mediating variable between the EP-SHRM relationship. There may be other variables too that the future researcher may employ, these factors may include employee involvement, commitment, motivation etc. to come out with a more inclusive representation of overall effects of strategic human resource management on environmental performance. The next obvious limitation includes it being limited to only one point in time and place. As the present research was subject to the constraint of time which may be taken care of in the future researches to come, by including a more heterogeneous sample in respect of location and going for longitudinal research to take care of the impact of time factor as well as proper effects of these variables on each other, as the present study is limited to pharmaceutical industry in the Indian context which limits its application and at the same time the generalizability. Thus, further researches should focus on other contexts too, so as to generalize these findings.

## 7. Conclusion:

In the present project work we developed a conceptual model as shown in figure 1, to understand the association between SHRM (strategic human resource management) and EP (environmental performance). There is one variable that has been studied for its intervening role to the association between SHRM and EP viz. OCBE. OCBE has been checked for its mediation role in the relationship of SHRM and EP. From this we may infer that there is a necessity to emphasize more on recruiting, developing, compensating etc. the workforce for their pro-environmental behaviours displayed in the organization so as to generate such motivation and inspiration that protects and hence benefits a firm's environmental performance. As the present research has shown that an organization's environmental performance can be improved with help of focused HRM practices, thus

environment related training and development programs should be emphasized by the organizations for the entire staff right from top to the floor level employees.

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