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Developing a Conceptual Model to Implement the Employee Ecological Behavior in Organisations

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Abstract:

Sustainability is a concern that has been discussed in many global conferences, mainly in the educational domain. Recently, the world has witnessed a growing interest among education organisations in adopting green practices and environmental management. In general, environmental sustainability at the organisation level is greatly dependent on individual-level ecological behaviour. Based on the social identity theory where the corporate strategy has a psychological influence on the behaviour of employees in an ecological context, the current study aims to analyse the effects of green human resource management (HRM) on the employee ecological behaviours (EEB), coupled with the mediating roles of psychological green climate and organisational identification, via the moderation effect of green consciousness. It is expected that the finding of this research will shed new insights into developing a comprehensive model for the assessment of EEB that can influence the environmental management (EM) initiatives being implemented in the organisations. The research output contributes to the enhancement of knowledge on employee behaviour from an ecological perspective in a workplace.

Keywords: employee ecological behaviour; academicians; sustainable development goals; social identity theory; environmental.

JEL Classification: D23; M14; M54; Q01.

Introduction

In 2015, a global sustainability effort known as Sustainable Development Goals (SDGs) was adopted to "end poverty in all its forms" by 2030, aiming to create a sustainable legacy for the next generations (Joseph *et al.* 2019; Leal Filho *et al.* 2019). SDGs aim to contribute to the economic enhancement and social and political change, thereby becoming an instrument to help develop and regenerate the economy (Rendtorff 2019). Under SDGs,

business corporations contribute to the political and environmental goals of the international community to develop an ethical economy (Rendtorff 2019). In addition, SDGs represent the world's ambitious and positive commitment to sustainability, which will ensure that a legacy is saved for the next generations (Leal Filho *et al.* 2019; Ab Rahman *et al.* 2018). Organisations' ecological surveillance is dependent on the extent of employees' awareness and their voluntary identification with organisations' environmental interventions (Muniandy *et al.* 2021; Biswas, Dey, Bhattacharjee and Uddin 2021).

For the past several years, higher education institutions have attempted to include environmental management and green practices as a crucial part of their services (Aboramadan 2020). However, the inclusion of environmental objectives into the institutions' strategies and policies will not guarantee the desired green behaviours and outcomes (Ababneh 2021). If the outcomes are achieved, institutions benefit from an environmental point of view. Still, they also save costs due to more efficient use of resources such as energy, making them green campuses that become more sustainable (Leal Filho *et al.* 2019). In the context of Malaysia, the interest in sustainable development has been growing gradually. Most higher education institutions in the country are still behind in implementing a policy on green practices for sustainability attainment, despite sustainability having been on their agenda since the 1992 Earth Summit in Rio (Jnr 2020).

According to Aboramadan (2020), the key to the effective implementation of green practices in the workplace is Employee Ecological Behaviour (EEB). Tariq *et al.* (2020) stated that EEB reflects how ready employees are to take specific actions to help protect the environment. In many jobs, employees may be required to behave in a "green" manner, including those in which employees must ensure that toxic waste is not dumped into the local water system or in which hazardous material is disposed of properly, in adherence to organisations' policies and government regulations (Dumont, Shen and Den 2017) These jobs clearly emphasise employees' social responsibility to the environment by protecting it (Saleem *et al.* 2020). Research literature highlighted numerous activities like printing on double sides of paper, switching off the lights on leaving the office, preferring reusable articles instead of disposables, using public transport instead of personal cars, preferring bicycles for traveling in the localities, assisting organizations in greening activities and taking measures for protecting natural environment etc. (Tariq, Yasir and Majid 2020; Dumont, Shen and Deng 2017).

To ensure that their daily operations do not greatly harm the environment, many institutions have shown the willingness to implement an environmental management system (EMS) or a set of green initiatives (Fawehinmi *et al.* 2020). In the context of higher education, the numerous studies have devoted to the experimental examination and theoretical and of ecological behaviour has been limited. Furthermore, most previous studies have failed to evaluate the significance of one factor in bringing about green behaviours. That factor is the green psychological climate, whose absence may make it challenging to promote pro-environmental behaviour (Yuriev *et al.* 2018; Zientara and Zamojska 2018; Farooq *et al.* 2021; Yusliza *et al.* 2021). Building on this gap, the current study puts forth an original EEB framework to examine the roles of green psychological climate and organisational identification in mediating the relationship between green HRM and EEB with green consciousness as the moderator. Several justifications are present in this study; Firstly, the findings of Chaudhary (2020) and Zhu *et al.* (2021) indicated that green HRM has a significant positive relationship with organisational identification, and so was the relationship between green HRM and green psychological climate (Dumont, Shen and Deng 2017; Chen *et al.* 2021; Naz *et al.* 2021). Therefore, the present study has tested these two factors—organisational identification and psychological climate—as mediators of EEB and green HRM relationships.

Also, organisational identification has been examined in terms of its role as a mediator in the relationship between perceived CSR and pro-environmental behaviour (Shah *et al.* 2021; Su and Swanson 2019), green HRM and voluntary green behaviour (Chaudhary 2020) and perceived job performance and pro-environmental behaviour (Peng, Lee and Lu 2020). In addition, the green psychological climate has been examined in terms of its role as a mediator in the relationship between green HR practices and pro-environmental behaviour (Naz *et al.* 2021), corporate environmental strategy and voluntary environmental behaviour (Biswas, Dey, Bhattacharjee and Uddin 2021; Das *et al.* 2019), ethical leadership and employee green behaviour (Saleem *et al.* 2020) and green HRM and extra-role green behaviour (Dumont, Shen and Deng 2017; Marditama *et al.* 2021). Naz *et al.* (2021) found that a green HR practices and pro-environmental behaviour relationships mediated by green psychological climate. However, the dimensions measured were green hiring, green training and involvement, and green performance management and compensation.

Besides that, the relationship between green HRM, organisational identification, green psychological climate, green consciousness and EEB were examined in different countries, including China (Dumont, Shen and Deng 2017; Naz *et al.* 2021; Su and Swanson 2018; Peng, Lee and Lu 2020; Tian and Robertson 2019, Australia (Norton *et al.* 2017), United Kingdom (Davis *et al.* 2020), India (Chaudhary 2020), Pakistan (Afsar, Cheema and

Javed 2018; Saeed *et al.* 2019), Bangladesh (Biswas *et al.* 2021; Das *et al.* 2019) and also Malaysia (Fawehinmi *et al.* 2020; Shah *et al.* 2021). Based on the literature review, a gap exists: empirical studies relating to green HRM, organisational identification, green psychological climate, green consciousness, and EEB are lacking. This study, therefore, will help higher education institutions effectively manage their employees to become greener and help policymakers improve environmental policies to be implemented in higher education institutions. However, in dealing with environmental issues, it is more appropriate to focus on promoting employees' voluntary actions and selfless efforts (Saleem *et al.* 2020). This fundamental study will emerge the context and a starting point for more investigations on EEB, which will significantly help all higher education institutions in Malaysia. Higher education institutions may refer to this study for ideas on adding various perspectives and arguments relating to environmental management when they are crafting future environmental policies.

1. Proposition Development

1.1 Underpinning Theory

The theoretical framework grounding the study is the social identity theory. The theory posits that individuals' thoughts and ideas are influenced by their society (AlSuwaidi, Eid and Agag 2021). Also, to a certain extent, the individuals' self-concept comprises a social identity that incorporates relevant group categorisations (Su and Swanson 2019). In the context of organisations, the social identity theory is substantiated by observing the behaviour of employees concerning organisations' corporate strategies (Biswas *et al.* 2021). Employees working in organisations that regard environmental conservation highly are more to be expected to psychologically integrate themselves with the overall corporate environmental strategies of the organisations (Das *et al.* 2019). In addition, as highlighted by Su and Swanson (2019), the social identity theory posits that people have an inward view of their private self-image and refer to actual or perceived group memberships to develop their self-concept. They will be environmentally responsible employees if they are working in green and environmentally responsible organisations (Sabokro, Masud and Kayedian 2021). Employees conclude the type of their workplace by observing the surrounding evidence (Rubel, Kee and Rimi 2021). Based on the theory, employees working in organisations that care about the environment will identify with the organisations' goals and engage in behaviours that help the organisations achieve the goals (Das *et al.* 2019).

EEB is one of the preventive behaviours; there are many ways to encourage personnel to perform such behaviours (Safari *et al.* 2018). An organization's competitive advantage comes from its environmental consciousness and green practises (Fawehinmi *et al.* 2020). For example, the presence of prominent recycling bins in the corporate restaurant or coworkers driving hybrid or electric vehicles might draw people's attention to the environmental repercussions of their choices, increasing the possibility that they will make decisions based on these consequences (Ruepert *et al.* 2016). According to Bohlmann *et al.* (2018), another important part of becoming an environmentally responsible organisation is fostering environmentally friendly behaviour of employees. Fawehinmi *et al.* (2020) described that organisation encourage EEB to assist an organisation in successfully implementing an EMS and improving the organisation's environmental performance.

Without knowing the importance of EEB, organisations may risk an under-or overemphasis on EEB in reaching their performance goals (Bohlmann, van den Bosch and Zacher 2018). By showing EEB, employees can underscore the organisation's value of being environmentally responsible (Bohlmann, van den Bosch and Zacher 2018). When an organisation's primary goal is profit maximisation, personnel may lack a significant focus and consideration of the environmental effects of their actions, which is likely to limit pro-environmental work (Ruepert *et al.* 2016). Research on EEB has flourished in the past years, with studies carried out in diverse industries such as the automobile industry (Davis *et al.* 2021), tourism and hospitality (Peng, Lee and Lu 2020; Okumus *et al.* 2019), banking sector (Iqbal *et al.* 2018). Nevertheless, research on EEB in higher education is limited (Fawehinmi *et al.* 2020). Hence, the first contribution of this study is to analyse the simultaneous impact of green HRM on EEB concerning the roles of organisation identification and green psychological climate as the mediator variables via moderating effects of green consciousness.

1.2 Green HRM and Organizational Identification

Several authors have discussed the importance of organisational identification. Su and Swanson (2019) stated that people tend to identify with organisations as a way for them to fulfil their need to belong. To a certain extent, to establish this identification, employees are willing to perform their tasks as per the organisation's way, including in an environmentally friendly way (Zhu *et al.* 2021). When employees identify with organisations, they will engage in behaviours that contribute to their organisations achieving the targeted goals (Afsar, Cheema and Javed 2018). Chaudhary (2020) stated that employees associate with organisations because they feel it is emotionally gratifying

to be able to do so. When employees experience a high level of organisational identification, they embrace and then internalise organisations' values and goals (Afsar, Cheema and Javed 2018). In addition, Chaudhary (2020) also found that employees identify with their organisations because they enjoy the satisfaction of being a part of the organisations. It will motivate them to work on achieving the organisations' sustainable goals by voluntarily participating in green behaviour. In other words, when employees identify with the organisations, they tend to have a greater attachment to environmental issues, which will likely encourage them to adopt pro-environmental behaviour (Afsar, Cheema and Javed 2018). Employees' organisational identification will be enhanced when employees develop their skills and become more involved in green activities, which will make them appreciate their work more (Chaudhary 2020).

Numerous research showed green HRM has a positive relationship with organisational identification (Chaudhary 2020; Zhu *et al.* 2021).

Aboramadan (2020) study showed that organisational identification served as a significant predictor of green HRM. In agreement with the literature, the view taken in the present study is that human resource management plays an important role in enhancing environmental performance (Naz *et al.* 2021). When organisations adopt green HRM to achieve environmental sustainability, their external image as good corporate citizens will be enhanced (Chaudhary 2020). According to Sabokro *et al.* (2021), green HRM can predict organisations' environmental performance. The internal and external supply chain will be impacted if organisations go green. When organisations' prestige and reputation are enhanced, employees' self-concept and self-esteem will also increase and their organisational identification (Chaudhary 2020). For the current study, it is posited that green HRM will cause organisational identification of employees, which will subsequently cause their green performance behaviours to improve (Chaudhary 2020). The first proposition, therefore, is as follows:

Proposition 1: Green HRM influences organisational identification

1.3 Green HRM and Green Psychological Climate

EEB are influenced by their perception of organisations' interest in environmental management and co-workers' values regarding the environment (Rubel, Kee and Rimi 2021). If organisations adopt eco-friendly practices, employees may be willing to adopt EEB (Naz *et al.* 2021). They will support the organisations' goals and abide by the strategies (Das *et al.* 2019). According to Dumont *et al.* (2017), employees will undergo a cognitive process to determine if organisations' green psychological climates exist. Employees make such decisions based on their social interactions with other employees in the workplace and on the organisations' policies, procedures, and practices (Saleem *et al.* 2020). Sabokro *et al.* (2021) stated that green psychological climate, which is employees' perception of organisations' efforts to improve environmental sustainability, may be influenced by green HRM.

The influence of green HRM on green psychological climate has been studied by many researchers (Dumont *et al.* 2017; Chen *et al.* 2021; Naz *et al.* 2021; Rubel *et al.* 2021; Sabokro, Masud and Kayedian 2021).

As these researchers have concluded, green HRM practices help create green psychological climate perceptions in employees, which leads employees to adopt green behaviour in the workplace (Dumont *et al.* 2017). Naz *et al.* (2021) found that organisations' green HRM practices lead to better environmental performance. A set of green HRM practices and policies indicates the organisations' seriousness in going green, which likely leads to employees helping the organisations implement their green policies successfully (Dumont *et al.* 2017). In other words, green HRM practices play an important role in encouraging employees to form a positive green psychological climate (Naz *et al.* 2021). When some employees believe that a green climate is present in organisations, they will adopt green behaviour, and the behaviour will influence other co-workers. All employees in the organisations embrace green attitudes (Rubel, Kee and Rimi 2021). It shows that organisations' policies can motivate employees to perform green behaviour (Saleem *et al.* 2020). This ecological behaviour includes reprocessing and reutilising things instead of throwing them away (Naz *et al.* 2021). The second proposition, therefore, is as follows:

Proposition 2: Green HRM influences green psychological climate

1.4 Organizational Identification and Employee Ecological Behaviour

According to social identity theory, a person wishes to have a positive personal identity, and the way to achieve this wish is by achieving a positive social identity first (Liu, Loi and Lam 2011). Su and Swanson (2019) stated when a person identifies with something, he/she integrates several traits of that something to be a part of his/her sense of identity. Furthermore, as Cheema *et al.* (2020) highlighted when employees adopt behaviours expected by organisations, the behaviours eventually become part of the employees' self-concept. When an employee switches off the light, for example, that behaviour goes beyond satisfying personal interests to represent the employee's

effort to conserve energy for the benefits of the organisation, the community, and the planet (Afsar, Cheema and Javed 2018). Academic research further suggests that when employees identify with their organisations, there is a great chance to internalise the organisations' socially and environmentally responsible values, beliefs, and goals, leading them to adopt appropriate behaviours, including voluntary pro-environmental behaviour (Tian and Robertson 2019).

Previous studies have empirically tested and supported the positive influence of organisational identification and ecological behaviour (Chaudhary 2020; Su and Swanson 2019; Peng, Lee and Lu 2020; Tian and Robertson 2019; Afsar, Cheema and Javed 2018). In addition, Tian and Robertson (2019) establish a connection between organisational identification and ecological behaviour. They reported that employees are more expected to engage in pro-environmental behaviours consistent with organisations' values, beliefs, and goals when they can internalise these environmentally responsible values, beliefs, and goals. Likewise, Su and Swanson (2019) stated that employees would perform according to the organisations' goals and values when they identify with the organisations. Therefore, it suggested that organisation identification plays a role in increasing employees' ecological behaviours. Employees who identify with organisations will attempt to engage in behaviours that help organisations attain their collective goals (Peng, Lee and Lu 2020; Afsar, Cheema and Javed 2018). The third proposition is as follows:

Proposition 3: Organisational identification influences employee ecological behaviour

1.5 Green Psychological Climate and Employee Ecological Behaviour

According to Bhutto *et al.* (2021), a green psychological climate represents the extent of organisational focus on their activities' environmental and ecological outcomes. When employees work in a green work climate, presumably, they are more to be expected to display task-specific and voluntary pro-environmental behaviours (Rubel, Kee and Rimi 2021). Similarly, employees are more probable to participate in working development of green product when they pay attention to environmental issues in the organisations (Zhou *et al.* 2018). Employees may establish their green psychological climate differently, with some looking at organisations' green initiatives and outcomes and others at organisations' waste and water recycling and energy-saving efforts (Tahir, Athar and Afzal 2020). Employees realise they are expected to engage in environmentally friendly behaviour when their organisations place the environment and its protection as the main element in their overall strategy and follow that by acting environmentally friendly (Saeed *et al.* 2019). As such, when organisations offer corporate and psychological support for pro-environmental behaviour, employees are motivated to change their attitude and become more pro-environmental (Biswas *et al.* 2021).

The existing literature shows that a green psychological climate positively impacts employee ecological behaviour (Biswas *et al.* 2021; Dumont, Shen and Deng 2017; Saleem *et al.* 2020; Naz *et al.* 2021; Rubel, Kee and Rimi 2021; Das *et al.* 2019). Additionally, Norton *et al.* (2017) stated that employees with high intentions to adopt green behaviour and those with a more positive green psychological climate. They have higher intentions to implement and then engage in EEB on a bigger scale than employees who have a less positive green psychological climate. It was also found that organisations that create a strong psychological climate indicate to their employees that green behaviours are safe. It convinces the employees to involve themselves in green view and work behaviours as in-role behaviours (Zhou *et al.* 2018). The current study examines how and when a green psychological climate promotes employee workplace green behaviour. Thus, the fourth proposition is as follows:

Proposition 4: Green psychological climate influences employee ecological behaviour

1.6 Mediating Effect of Organizational Identification

According to Teng *et al.* (2020), employees may have a cognitive attachment to organisations they work in, a circumstance known as organisational identification. It is explained by the social identity theory, which posits that individuals will identify with groups that let them perceive their identity uniquely and favourably (Teng *et al.* (2020). Employees identifying with organisations will seek responses from other employees in the same workplace to confirm such identity (Liu, Loi and Lam 2011). Cheema *et al.* (2021) stated that when employees identify with organisations, they will voluntarily consider adopting behaviours espoused by the organisations. However, it is not explicitly stated in their job descriptions. Afsar *et al.* (2018) agreed, stating that when employees identify strongly with their organisations, they will accept that organisational goals supersede their individual goals or that organisations' goals are highly compatible. As members of the organisations they identify with, employees are more probable to comply with organisational requirements and act in their best interests (Liu, Loi and Lam 2011).

Recently, Peng *et al.* (2020) found that employees who identify with their organisations tend to adopt a pro-environmental behaviour espoused by the organisations because of perceived compatibility between their goals and organisations' goals. Several researchers have suggested further studies to explore the role of organisational identification as a mediator (Aboramadan 2020; AlSuwaidi, Eid and Agag 2021). In addition, as stated by Liu *et al.* (2011), employees who identify with the organisations at a high level hold that their organisational membership is very important. When this belief is formed, employees will behave in such ways that will benefit the organisations believing firmly that doing so will also benefit them (Su and Swanson 2019), thus giving them the intrinsic motivation to adopt ecological behaviour (Peng *et al.* 2020). Hence, it can be suggested that organisational identification will encourage employees to contribute positively to conserving the environment. Thus, the following proposition is put forth:

Proposition 5: Organisational identification mediates the relationship between green HRM and employee ecological behaviour

1.7 Mediating Effect of Green Psychological Climate

In the organisational behaviour field of study, organizations' psychological climate influences employees' attitudes and behaviours (Saeed *et al.* 2019). In the workplace, employees undergo a cognitive process, where they form their perceptions of the organisations' psychological climate (Saeed *et al.* 2019; Nisar *et al.* 2021). Recently, Nisar *et al.* (2021) stated that employees attempt to understand organisations' pro-environment strategies, procedures, and activities, those representing organisations' green values, before forming their perceptions of organisations' green psychological climate. It is echoed by Bhutto *et al.* (2021), stating that employees develop their perception of their organisations' willingness to support environmental causes, protect the environment, and behave in an environmentally friendly way. Saeed *et al.* (2019) suggest that when employees positively perceive organisations' green psychological climate, they may feel that engaging in ecological behaviours will be effective and appropriate. As also concluded from another study when employees experience a positive green psychological climate, they feel more encouraged to abide by organisations' environmental sustainability regulations and recommendations, leading to their exhibiting a higher level of ecological behaviour (Sabokro, Masud and Kayedian 2021)

The mediating role of green psychological climate in the relationship between green HRM and employee ecological behaviour has been studied by several researchers (Rubel, Kee and Rimi 2021; Tian and Robertson 2019; Al-Ghazali and Afsar 2021; Rehman *et al.* 2021). Saeed *et al.* (2019) reported that green psychological climate, employees' perception that their organisations are environmentally friendly, influenced employees to behave in environmentally responsible ways. In addition, Saleem *et al.* (2020) found that when employees positively perceive the green psychological climate, they hold firmly that the organisations espouse ecological behaviour among employees, leading them to display these ecological behaviours. Employees perceive organisations as environmentally friendly when implementing green HRM practices and procedures. A positive green psychological climate that emerges influences employees to contribute to protecting the environment (Saeed *et al.* 2019). The proposition is, therefore, as follows:

Proposition 6: Green psychological climate mediates the relationship between green HRM and employee ecological behaviour

1.8 Green Consciousness and Employee Ecological Behaviour

People have a mental behaviour that reflects their recognition and judgement of the environment and their willingness to engage in environmentally friendly behaviour, known as green consciousness (Zheng 2010). According to Yusliza *et al.* (2020), green consciousness refers to the process of people connecting to their surroundings and nature preservation. Green consciousness is much related to value. In sociology, value is considered a continuous target under normal conditions. The individual value is more difficult to alter and steadier than an attitude, inclinations towards positive and negative responses to incidents, characters, or objects, under certain conditions (Chen and Hung 2016). Green consciousness encompasses people's perception and knowledge of environmental issues and the behaviour that people engage in due to having the perception (Lin and Niu 2018). Green consciousness is about connecting human beings, nature, and the environment (Chen and Hung 2016). Recently, as it relates to green consciousness, Yusliza *et al.* (2020) discovered that the factor of green consciousness has a positive effect on Malaysian students' ecological behaviour.

It has been implied during early studies that green consciousness relates to people's subjective cognition, perception, and value judgment on the state of the environment in the past and present (Zheng 2010). Green consciousness relates to knowledge and attitudes and encompasses how individuals behave in concrete situations

(Chen and Hung 2016). Therefore, green consciousness needs to be enhanced (Lin and Niu 2018). Cheema *et al.* (2020) reported their findings from a study in Pakistan that employees' green consciousness is higher when their values are naturally pro-environmental. Yusliza *et al.* (2020) found that environmental consciousness influenced employees' ecological behaviour. Green consciousness is needed to initiate an environmental movement and decide its direction (Chen and Hung 2016). According to existing research results, students became conscious and aware of environmental issues after participating in environmental activities, undergoing lifelong learning experiences, and obtaining knowledge, which has allowed them to predict the types of risks from environmental issues created by human activities Yusliza *et al.* (2020). Hence, the following proposition is put forth:

Proposition 7: Green consciousness influences employee ecological behaviour

1.9 Moderating Role of Green Consciousness

Employees' green consciousness can be considered an important factor was motivating them to adopt ecological behaviour (Cheema, Afsar and Javed 2020).

Therefore, environmental consciousness becomes one of the primary considerations in green HRM when conducting HR activities, such as hiring and performance appraisals (Rubel, Kee and Rimi 2021). The underlying factor behind people's environmental consciousness is the belief that the natural environment is experiencing a series of problems due to humans' actions (Cheema, Afsar and Javed 2020). Further studies exploring the moderating role of green consciousness have been suggested by researchers (Saeed, *et al.* 2018, Cheema, Afsar and Javed 2020; Rehman *et al.* 2021). In addition, Zheng (2010) notes that green consciousness in people motivates them to engage in pro-environmental behaviour in their daily lives. At work, employees attempt to transform these values into behaviours that complement each other (Cheema, Afsar and Javed 2020). When that happens, it can be suggested that ecological behaviour can be improved when organisations involve their employees' inappropriate activities by forming an HRM green policy (Rubel, Kee and Rimi 2021). The propositions, therefore, as follows:

Proposition 8: Green consciousness moderates the relationship between organisation identification and employee ecological behaviour

Proposition 9: Green consciousness moderates the relationship between green psychological climate and employee ecological behaviour.

2. Proposed Framework for Employee Ecological Behaviour

With the social identity theory as its underlying support, the proposed study maintains that green HRM influences EEB. A conceptual framework has been developed, as shown in Figure 1, that highlights the relationships between the green HRM and EEB, with green psychological climate and organisational identification acting as mediators and green consciousness as a moderator.

Figure 1. A Proposed Conceptual Model of EEB in Organisations
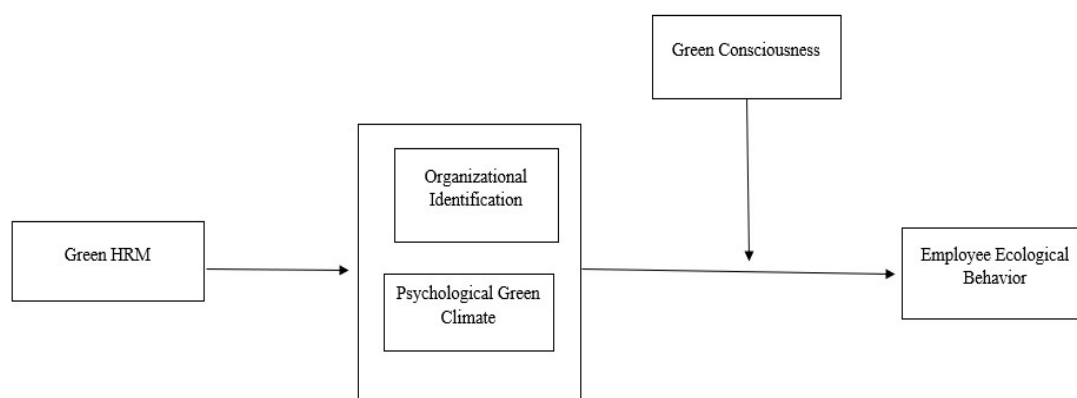
Conclusion

Employee Ecological Behaviour is an essential factor that determines the success of organisations in achieving environmental sustainability. In this proposed study, the impact of green HRM practices on EEB is to be investigated, with organisational identification and green psychological climate providing the mediating effects and green consciousness providing the moderation effect. Empirical testing for developing the EEB model in

organisations may provide interesting results. The current work draws on the influence of green HRM practices on the EEB with the mediating roles of psychological green climate and organisational identification, via the moderation effect of green consciousness. This study also emphasises on the importance of EEB on the success of organisation's green HRM. For future works, it is suggested to be considered to conduct a further study on this topic and test this model empirically. This paper shed new insights on some important implications for organisations. Firstly, since this paper highlight several importance of EEB in determining the success of green practices in an organisation and improving organisation's environmental performance, this will help policy makers in developing better strategies and policies. Secondly, management must ensure that the successful implementation of EEB stimulates employees' identification and psychological green climate. Therefore, management needs to encourage the effort toward realising the organisations' sustainable objectives. When employees receive recognition or incentives for their ecological efforts in the workplace, it is possible that this will promote ecological behaviour outside the workplace as well. Next, it is vital that they attempt to gain a deeper understanding of the role the organisations creating sustainable development through their impact on stakeholders. More importantly, the management must ensure that these stakeholders understand the organisations' roles in contributing to sustainable development. In addition, organisations recognising employees for their ecological efforts in the workplace is likely to encourage them to engage in ecological behaviour beyond the workplace.
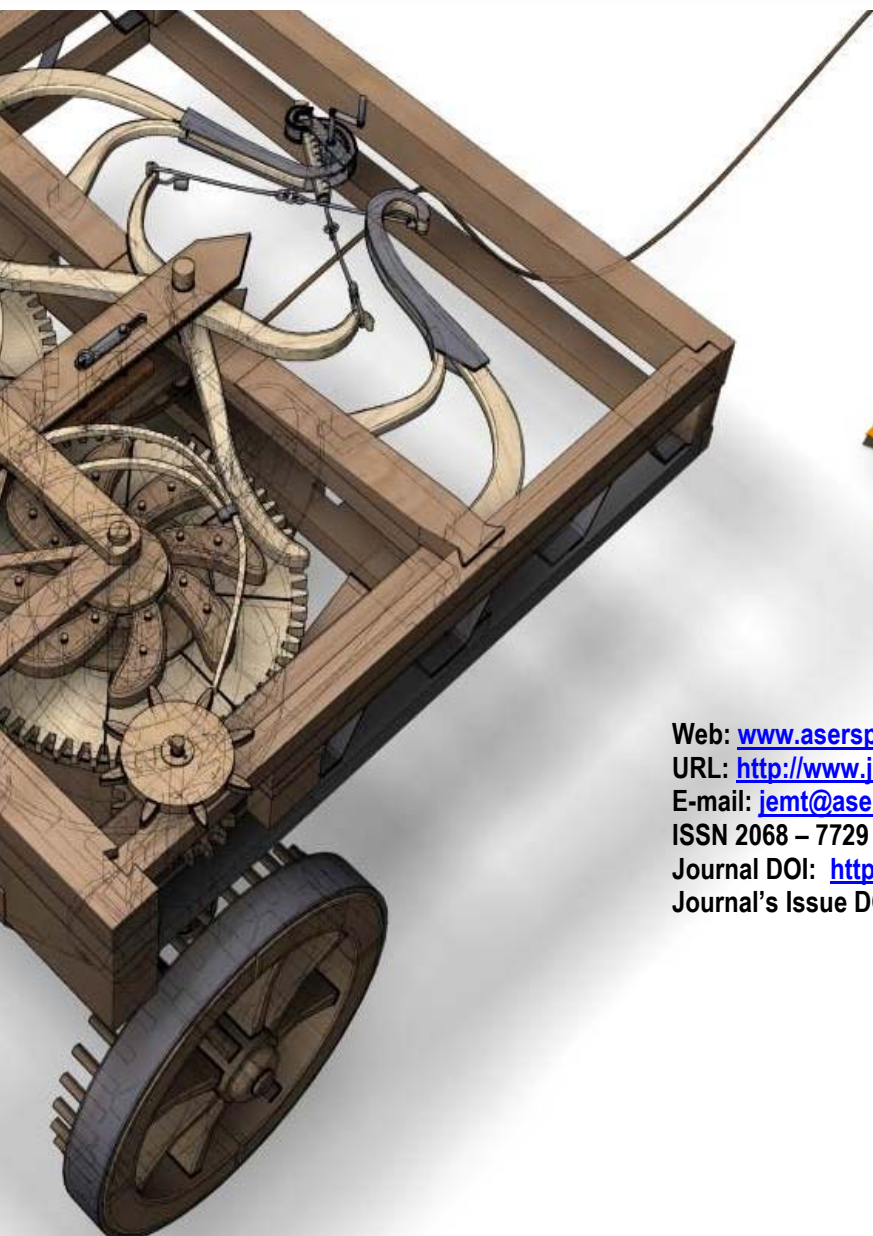
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