

Effects of Organisational Factors on Employee Green Behaviour: A Moderating Role of Environmental Awareness

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Abstract: In recent years the occurrence of natural disasters such as flooding due to global climate change is an issue of huge concern to the extent that environmental sustainability has become an important subject of discourse in society and organisations. Such that flooding caused by global climate change is not only an environmental issue, but, rather it is a problem that is inextricably associated with almost everything we do as a society. The excessive presence of toxic in the environment because of human and organisational influences are hugely the reasons for the current situation of the environment today. The primary objective of this study was to explore the association between environmentally specific transformational leadership, green human resource management, and employee green behaviour. In addition, the moderating role of environmental awareness was also examined in the association of all other variables. More so, in this study SmartPLS 2.0 program was applied for path and moderation effect analysis of surveys collected among 382 employees working across selected organisations in the North-Central and North-West geo-political zones of Nigeria. Results showed that both environmentally specific transformational leadership and green human resource management were significantly and positively associated with EGB. Furthermore, results revealed that environmental awareness moderated the association between environmentally specific transformational leadership and employee green behaviour, as well as between green human resource management and employee green behaviour. Implications and suggestions for future research were discussed.

Keywords: Environmentally Specific Transformational Leadership, Green Human Resource Management, Employee Green Behaviour, Environmental Awareness, Moderation, PLS-SEM

1. Introduction

In recent years the occurrence of natural disasters such as flooding due to global climate change is an issue of huge concern to the extent that environmental sustainability has become an important subject of discourse in society and organisations [1, 2]. The excessive presence of carbon monoxide in the environment because of human and organisational influences are hugely the reasons for the current situation of the environment today. Such that flooding caused by global climate change is not only an environmental issue, but, rather it is a problem that is inextricably associated with almost everything we do as a society. Extant literature has established a link between global climate change and the increasing intensity and frequency of extreme weather

occurrences especially floods, as one of the most serious with wide-reaching impacts [3]. For example, in South America, the total number of the people affected by flooding is likely to increase from 6 million to 12 million. In Africa the number may rise from 25 to 34 million, and in Asia it is presumed to increase from 70 to 156 million. Similarly, in the years to come it is likely to experience more flooding that disrupt the workings of businesses that may produce extreme financial and physical damage [4].

More so, In the USA, flood related issues due to climate change is likely to cause loss of trillions of dollars as well as affect the lives and activities of hundreds of millions of her people [5]. In fact, estimated figures indicate that flooding could result in the destruction of assets that are worth up to \$14.2 trillion globally, representing one-fifth of the world's gross domestic product [5]. In Nigeria, the pattern is in

tandem with the rest of world. For example, flood related issues have forced millions of the Nigerian citizens from their homes, disrupted businesses, polluted sources of water and heightened the risk of diseases. Further, it has been found that in Nigeria both private and public organizations are exposed to the threat of flood caused by change in climate.

Worthy of note is the assertion that the cost implications of flooding to organizations and the blunt recognition of the effect of our daily activities on the environment has motivated, not just, people to go green but also organizations. The globally heightening concern for environment triggers firms to move towards long lasting operations and develop green policies. In fact, several have imbibed environmental management systems targeted at promoting green practices and processes to address the challenges of flooding due to global climate change [6]. But, focusing primarily on these systems is not sufficient enough to overcome the threat of flood events caused by climate change [7]. To overcome these effects, governments (public and private), most especially those of developing nations, have made aligned with global movements such as AGENDA 2030 to motivate organisations to emphasize environmental friendly practices, as a result numerous firms have started to focus and take part in the management practices of environmental issues [8] that include the promotion of environmental sustainability, such as reduction in emission, process of reengineering, conservation of energy, green innovation, and environmental management adoption among others [9].

However, the effectiveness of organisations' environmental management practices is dependent upon how the employees perceive and behave towards environmental problems [10]. When organisational members understand the significance and seriousness of environmental issues and thus, conduct corresponding environmentally protected actions, the intuitive goal is save operating costs, resource wastage reduction, and the resultant goal is to improve the firm's environmental performance and attain competitive advantages [10]. Considering these widespread impacts, it is rarely uncommon that several findings have acknowledged and called for further studies on organisational factors to encourage employee green behaviour within organizations [11]. Employee green behavior (EGB) is one of the several strategies used by firms to improve the performance of their environmental strategies towards the attainment of sustainability targets [12]. Holistically, EGB is described as the behavior exhibited by a worker that has a beneficial impact on the environment [13]. Unfortunately, there is paucity empirical studies on this problem within the Nigerian context where environmental problems and issues are specifically salient to firms today.

Notably also the international standards for environment protection and preservation has drawn the attention of organisations to devise environment-friendly strategies by aligning more and exhibiting greater environment-conscious posture, thus, Green Human Resource Management (GHRM) as a developing topic of importance is described as all the activities that is involved in the creation, implementation and an on-going maintenance of a system that is targeted at

making employee of an organization go green. In particular, GHRM is a component of HRM that is geared at molding normal worker into becoming an environment-friendly worker so as to attain environmental objectives of the firm and subsequently to make a fundamental contribution to the sustainability of the environment [14]. With the heightened call for corporate bodies to adapt and accept environment-friendly behaviour, the green HRM function [15] is likely to become the possible precursor that may bring about the requisite organizational change needed environmentally.

Furthermore, effective leadership in organizations exerts influence not only on numerous organizational outcomes, such as employee attitudes, behaviours, and safety performance [16]. but, also on some emerging outcomes, such as the performance of the environment. But, the effect of green behaviour within largely depends on the leadership of the firms who are saddled with the responsibility to implement practices and policies that can enhance the performance of environment [17]. From this position, the environmental concern of firms is often quite limited and cannot adequately grow without the support of the leadership. Thus, the styles of leadership which people typically display toward the environment have been found to be effective in enhancing the green behaviours of employees [18, 19, 20]. But, among the different styles of leadership, transformational leadership has gained greater recognition and emphasis in the domain of organizational management and has been revealed that it could effectively explain employee attitudes and behaviors [21].

Additionally, understanding the fundamental interactive process how organisational members participate in green behaviour at the workplace has become imperative. As a result, calls for further research have been suggested, particularly on the interactive process through which green HRM, environmentally specific transformational leadership (ESTL) are likely to affect employee green behavior (EGB). The aim of this study is fundamentally to explore the likely interactive effect of environmental awareness on the association between green HRM, ESTL and EGB. The remaining of the paper is framed as follows. First, the theory and hypotheses development are presented. Next the methodology is stated and analysis of the collected data as well and lastly discussions with implications for theory and practice as well as conclusions of the study are presented.

2. Hypotheses Development

2.1. *Environmentally Specific Transformational Leadership and Employee Green Behaviour*

Empirically, employee green behavior, as a type of pro-environmental behaviour at work has in the past few years become an important subject of discussion among scholars and researchers [21, 22] as a notably important concept for organizations to achieve their goal of environmental sustainability. In order to promote the demonstration of green behaviour by employees within organisations, it becomes

fundamental to understand what antecedents influence such green behaviours and how these effects can be determined. "Green behaviour has been defined as 'a broad set of environmentally responsible activities such as learning more about the environment, developing and applying ideas for reducing the company's environmental impact, developing green processes and products, recycling and reusing, and questioning practices that hurt the environment'" [18]. Both empirical and theoretical findings indicate that a reasonable number of antecedents can influence the plausibility of employees engaging in green behaviour at the workplace. For example, some past studies have investigated the precursors of employees' green behavior at the workplace, such as green psychological climate [21]. Person-Organization fit [23]. Corporate support for employee volunteering [24] among others.

More importantly, in an environmentally-friendly organization, the behavior and characteristics of a leader hugely exerts some level of influences on the behavior of his/her followers [25]. Thus, several studies have highlighted the significant role of an environmentally-friendly leadership style, especially a style demonstrating specific transformational leadership characteristics that aims to motivate subordinates to demonstrate in green behaviors [26-29].

Notably, extant literatures suggest that activities performed by people in organizations are the major reason for environmental degradation [30]. Thus, the ability to achieve success towards environmental efforts and the capacity to shift the behavior of employees, is contingent upon the behaviors of the leaders. Since individuals tend to get influenced to exhibit a behaviour that they see others exhibiting hence, green behaviours can be encouraged in employees through an environmentally specific transformational leadership because a ESTL is seen as someone who expands and raises the interest of his/her followers and convince them to achieve more than initially anticipated [10, 31, 18]. For instance, researchers have suggested that the behavior of a transformational leader that specifically focuses on environmental sustainability within the organization may likely serve as a role model for his/her follower, who is likely to repeat the same environmentally friendly behavior [18, 7]. Hence when ESTL style, which is defined as "a manifestation of transformational leadership in which the content of the leadership behaviors is all focused on encouraging pro-environmental initiatives" [7], has a close relationship with his/her subordinates he/she can encourage and inspire them to participate in green behaviors at the work place.

In accordance with the transformational leadership theory, it is assumed that when a leader exhibits green behaviour at the place work, the likelihood of a follower emulating such behaviours is plausible because a leader serves as a subordinate's role model by copying his/her environmental values, and advancing and adopting ideas for addressing the environmental effects [25, 18, 7]. Consequent upon the findings from extant literature, we thus, hypothesised that:

H1: Environmentally specific transformational leadership has a positive association with employee green behavior.

2.2. Green Human Resource Management and Employee Green Behavior

As it is organisational members that are the agents that carry out organizational green policies, it is important for firms to encourage and invariably change employee behavior so that such behavior is in tandem with organizational green objectives [31, 32]. Scholars and researchers have noted the significant contributions of employees' green behaviors towards environmental sustainability, such that a progressing body of findings have begun to emerge [11, 33]. In spite of the numerous assertions of prior studies, several issues are still misunderstood. Increasingly, firms are adopting green HRM practices, that is, "HRM aspects of green management," to advance the green behaviour of employees in the workplace [34].

Green HRM is described as HRM policies and practices that attempts to avoid damage that may arise from anti-environmental activities in the firms [35]. Put differently, GHRM can be explained as a set of policies, strategies, approaches, and methods that encourage employees to engage in green behavior and produce an environmentally compatible workplace that is resource-efficient and socially responsible [36]. Even though it is a new approach and still under-researched, [1, 37], nonetheless, past literature has recognized its role in helping to create a workplace that is environmentally friendly [38]. However, despite growing levels of results from previous work, hence, conceptualizing the links between green HRM and EGB in the organisation has of yet not been adequately and empirically investigated [34].

Due to the paucity of studies on the link between GHRM and EGB, [39] have argued on the need to further explore the contributions of green human resource management (HRM) in order to encourage employees to engage in green behaviors. Even though the findings of their study offer initial highlights into the contribution of green HRM practices in explaining employees' green behaviors, but, it did not offer an extensive and clearer understanding of the interactive processes through which green HRM practices influences such behavior [39]. Therefore, one of the goals of this study is to fill the identified gaps by exploring the influence of green HRM on EGB.

Contemporarily, the globally increasing concern for the environment makes organizations to adapt green HRM practices, that is, "HRM aspects of green management," to encourage employee to engage in green behavior in the work environment [34]. Green HRM is defined by [34] as "HRM activities, which enhance positive environmental outcomes" (p. 4). Green HRM aid firms to produce a workforce that is able to appreciate, understand and engage in green initiatives. [40] states that green human resource management is applied essentially in the HRM process of planning, recruitment and selection, appraisal and compensation, training and development, targeted to achieve green objectives. Expectedly, GHRM can promote employee green behaviors for several reasons. First, by providing information on the firm's preference for green initiatives during recruiting exercise and such could increase employee green awareness and

understanding [34]. Second, employee involvement in the carrying out of green initiatives and offering green training are likely to increase employee level of awareness, capabilities and skills, and make them more psychologically ready to engage in green behaviors. Third, the theories of HRM presumes that effectiveness of HRM strategies in improving right workplace behavior is dependent upon employee comprehension of need and urgency to apply such strategies [41]. Therefore, adopting GHRM practices could play a huge role in upholding the firm's commitments toward environmental conservation that perspective is likely to compel employee work toward realization of firm's green initiatives. Lastly, job roles and responsibilities that acknowledge and appreciate employee green performance encourages them to partake in and contribute to green activities [34].

Past studies have shown that supportive workplace characterized by green HR procedures associate positively with employees' willingness to support the creation and implementation of environmentally-friendly ideas. This assertion was confirmed by [39] in a research work that was carried out among Chinese workers, where GHRM was found to have influenced the green behaviors of the employees. Similarly, in a recent investigation, [42], established a positive relationship between GHRM and environmentally friendly behaviors among employee from different industries in Pakistan. Equally, GHRM has been recognized to trigger the behaviours of the employees towards environmental preservation and promotion of environmental friendly activities by engaging workers in greener initiatives [43]. For example, [41] contend that if a firm includes green initiatives in its HR procedures and policies, employees would likely display behaviors that are in accordance with the organization's green initiatives. GHRM within a firm influences green behaviors among employees at the workplace [39].

In sum, here are recognized causes why workers in organisation that implement GHRM are more likely to produce an environmentally-friendly workplace than those that do not [44], as such, the hypothesis below is proposed:

H2: Green HRM has a positive association with Employee green behavior.

2.3. Environmental Awareness as a Moderator

According to [45], awareness is subjectively described as the capacity to acknowledge and lay emphasis on the presence of an object and its characteristics. Similarly, [46, 47] claimed that awareness can be seen as a process that emerges due to the flow of learning and knowledge. In particular, environmental awareness describes the concern and knowledge of the influence of people's behaviors on the environment [48]. Environmental awareness is a construct that is perceived to influence peoples' attitudes, information, behaviors, knowledge, propensity, tendency, intentions actions, and, attempts, [49]. Environmental awareness is conceptualised within the context of "4 R's", namely rethink, reuse, reduce, and recycle [50]. It is linked to the psychological antecedents that explains individual's tendency targeted at promoting pro-environmental activities, behaviours and attitudes [51]. For

example, empirical investigations have arguably revealed that an environmentally-friendly environmentalist is one who engages in a wide variety of greening activities [52]. More importantly, greater awareness of the environment and associated issues result in a better comprehension of the importance of environmental protection for all. An environmentally aware- based training program enhances employee skills on how to protect their environment and heighten their emotional involvement in triggering the firms' environmental performance [31]. For example, results of a study affirm that recruiting individuals that are environmentally conscious, and then consistently and effectively training them, are more likely to promote environmental awareness in the organisations' various operations [53]. More so, it has been demonstrated that organisational members that are well aware of environmental problems and issues, are more likely behave in an environmentally friendly manner.

In general, environmental awareness is the extent of employees' environmental ability and knowledge, to help in bringing problems and about positive change in an environment by changing their green behavior, and the acknowledgement of environmental issues and their causes [48]. Environmental awareness prompts people to engage in environmentally-friendly behaviors. Empirical results have demonstrated that if an employee is well aware of environmental problems, he/she may carry out green behaviors at work. Awareness of employees with respect to environmental issues are positively linked to EGB. For example, [54] found that variety of environmental motivations, such as, awareness, concern and knowledge for others could play a huge role in one's green behavior. A variety of predictors stimulate people to demonstrate employee green behaviour, such as awareness regarding environmental issues, community concern, and moral responsibility. Notably, it has been argued that an employee whose level of environmental awareness is high can identify the benefits and costs related to environmentally-linked issues and in this instance is likely to become involved in ecologically-friendly behaviors at the workplace.

In addition, an environmentally aware employee focuses more on environmental challenges and tends to demonstrate sustainability-related behaviors at work [19]. More importantly, a person does not become engaged in situations about which he/she has little awareness, and he/she tries to keep away from such situations [42]. For example, [55] opined that a consumer with an awareness and clear view about environmental issues is more likely to buy environmentally-friendly products such as recycled products. Similarly, people's awareness of the environmental motivates their engaging in protecting the environment [56].

Previous studies have notably established the assertion that awareness about an issue significantly influences one's decision-making. Further an individual could keep himself/herself away from the situations which he/she does not much knowledge about. For example, it has been stated that a person that has a great deal of data about

environmental problems, tend to spend more funds on ecologically friendly products because their level of awareness regarding the environmental is high, [55]. heightening knowledge concerning environmental problems may add to one's awareness [56]. Notably, the more the individual awareness regarding environmental management, the more they perform sustainable green initiatives and behaviour [57]. A related research work also suggested that awareness as an outcome of environmental programs hugely plays a fundamental role in employees' green behaviors [57]. Past studies have also shown that when an employee is aware of environmental problems and issues, he/she is likely to demonstrate environmentally-friendly behaviors [58].

In sum, [48] stated that an employee's level of environmental awareness determines his/her propensity to engage in green behaviors. More so, [55] asserted that environmental awareness is so relevant that if absent may result in employees not engaging in green behaviour. Hence, the link between green HRM and environmentally specific transformational leadership and EGB becomes stronger when

employees' level of environmental awareness is high. This is because when employees see an environmentally specific transformational behavior being demonstrated by their leaders then they are more likely to be environmentally more aware. Similarly, if the level of their perceptions and understanding of their organization's green HRM are glaring then such a position is also likely to further increase their willingness to adopt green behaviour with respect to their organisations' environmental sustainability. Thus, employees are more likely to perform green behavior. Accordingly, this study hypothesizes that:

H3: Environmental awareness moderates the association between environmentally specific transformational leadership and employee green behavior and the impact is greater when the level of environmental awareness is high rather than when it is low.

H4: Environmental awareness moderates the association between green HRM and employee green behavior and the impact is greater when the level of environmental awareness is high rather than when it is low.

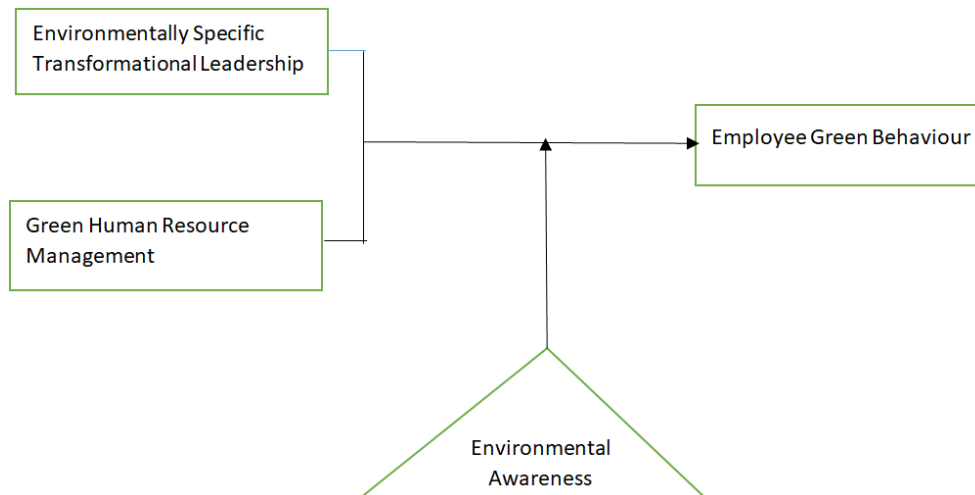


Figure 1. Theoretical Framework.

3. Research Methodology

3.1. Participants

This cross-sectional study obtained a sample-frame of participants from a broadly- diverse industry sector in the North-central and north- west geo-political zones of Nigeria. We contacted the human resource departments of these organisations and informed to them the aim of our data collection process. In addition, and [59]'s suggestion, participants were given the assurances of confidentiality of their responses, as we explained to the target population that our survey was for academic research purposes only. Accordingly, 534 copies of questionnaires were administered, but, because of irregular responses, missing values, and outliers, the final study size was reduced to 382 samples, which were later subjected to data analysis, resulting in a response rate of 71%. Of these valid responses, 262

respondents (68%) were male while 140 (32%) were female. Regarding length of service, 31% had spent less than 5 years in service, 43% had spent between 5 and 10 years in service, and 26% had spent over 10 years in service. In terms of age, 18 to 25 age category represented 23%, whilst, 20% of the participants were aged from 25 to 32. 45% of the respondents were aged from 32 to 50; 12% out of the total number of participants were aged 51 and above. Additionally, 10.1% completed primary school education and below, 21.4% have secondary education, 43% attained undergraduate education, and 26.5% possess graduate degree and above. Overall, the sample was made up of 31.4% management position and other employees accounted for 68.6%.

3.2. Research Instruments

A 7-point Likert scale rated from 1 depicting strongly disagree and 7 depicting strongly agree was used to score and measure all items for this research work.

3.3. Environmentally Specific Transformational Leadership

Environmentally specific transformational leadership was measured using [27]'s (2018) adapted 12-item scale. An example item from the measure of ESTLF included "our leader acts as an environmental role model" (Cronbach's $\alpha = .96$).

3.4. Environmental Awareness

To measure environmental awareness, we used 12-items developed [60] on a 7-point Likert response format scoring from 1 = very low to 7 = very high. Sample item for this scale is, "a better environment starts with myself" and "People who do not take the environment into account try to escape their responsibility."

3.5. Employee Green Behavior

A 13-item scale developed by [18] was used to Employee green behavior. All items were scored on the 7-point scale, ranging from 1 =not at all and to 7 =frequently if not always). An example of the items included "I recycle and reuse materials" and "I try to reduce my energy use."

3.6. Green HRM

This study used 6- items from [39] to determine green HRM. Each item was measured scored using a 7-point Likert scale rated that ranged from 1 to represent strongly disagree to 7 to represent strongly disagree. Sample item for this scale is "My company sets green goals for employees".

4. Results of Analyses

In order to validate the study measures and test our hypotheses, PLS-SEM (partial least square to structural equation modeling) technique with SmartPLS 2.0 software was used [61]. In tandem with [62]'s (1988), [63]'s (1998), and PLS SEM-specific guidelines [64], this study as well adopted the two-step approach in which at first measurement model was tested then thereafter proceeded to consider the structural model. This was followed by the supplementary analysis of the PLS-SEM (i.e., moderator analysis).

4.1. Measurement Model Assessment

The study measurement model involved a total of four key constructs (i.e. green HRM, environmentally specific transformational leadership, environmental awareness and employee green behaviour). This study assessed the measurement model by considering, Cronbach's alpha, loadings, AVE and composite reliability as recommended in PLS-SEM literature domain for example, [65]. Elaborately, the assessment of the measurement model includes the determination of validity (i.e., discriminant and convergent validity) and construct reliability (i.e. internal consistency and indicator reliability) and in relation to the latent constructs [66, 67]. This involves evaluating the relationship between their observed indicators and latent constructs. Accordingly, the indicator loadings should be more than 0.70, whereas loadings between 0.40 and 0.70 should be expunged only on the condition that their deletion can improve the composite reliability to its minimum cut-off value [65].

Table 1. Outcome of Measurement Model.

Variable	Indicator	Loading	Composite reliability	Average variance extracted (AVE)
Environmentally specific transformational leadership	TFL10	0.707	0.944	0.706
	TFL11	0.836		
	TFL12	0.843		
	TFL6	0.901		
	TFL7	0.881		
	TFL8	0.897		
Green HRM	TFL9	0.802	0.915	0.783
	GHRM1	0.904		
	GHRM2	0.895		
	GHRM3	0.864		
Environmental awareness	EAW10	0.906	0.958	0.694
	EAW11	0.818		
	EAW12	0.960		
	EAW3	0.838		
	EAW4	0.818		
	EAW5	0.869		
	EAW6	0.849		
	EAW7	0.750		
	EAW8	0.868		
	EAW9	0.845		
Employee green behaviour	EGB10	0.789	0.938	0.751
	EGB6	0.896		
	EGB7	0.860		
	EGB8	0.920		
	EGB9	0.863		

The indicator loadings for this research work were above 0.70. Hence, the indicator loadings of our study satisfactorily

fulfilled the recommended indicator reliability levels. Similarly, the evaluation of the composite reliability revealed

that all variables had a value higher than 0.7, which demonstrates satisfactory internal consistency reliability, [65]. Ascertaining the discriminant and convergent validities was performed to determine the validity of the variables. The assessment shows that the AVE of all variables was more than the recommended cut-off value of 0.50, which affirms the convergent validity. Furthermore, the study applied the

Fornell-Lacker criterion, which is a more traditional technique than cross-loadings, to ascertain discriminant, [68]. The results indicate that the discriminant validity is affirmed in view of the assertion that the square root of the AVE of each construct is greater than its correlation with all other constructs (see Table 1). In sum, the measurement model evaluation verified that all variables are reliable and valid.

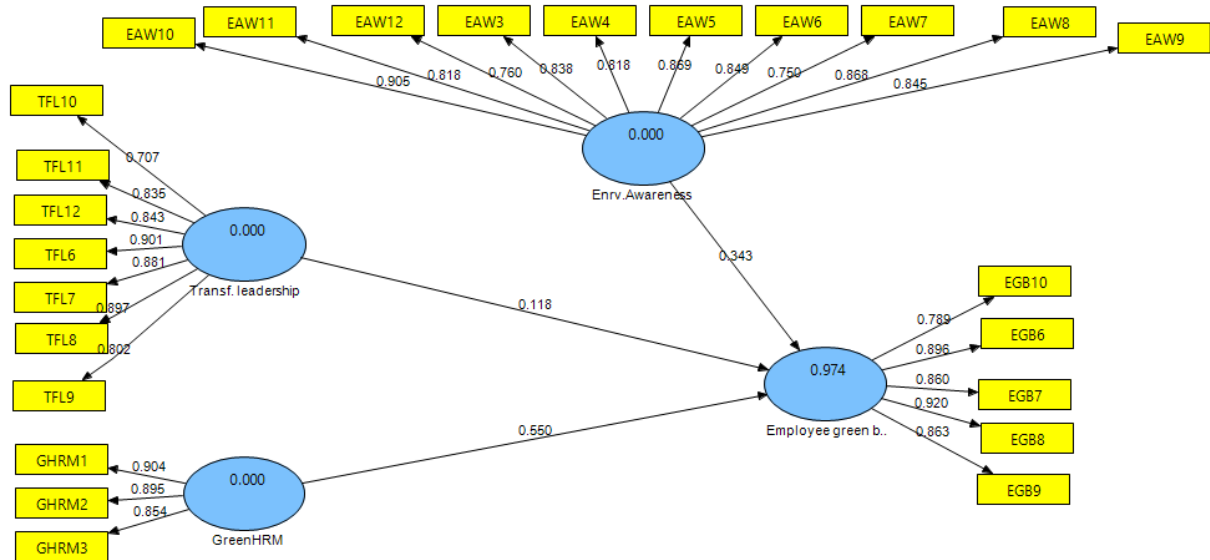


Figure 2. Measurement model.

4.2. Structural Model Assessment

Consequent upon the verification of our measurement model, this study proceeded with the assessment of our structural model. Structural model assessment was fundamentally on the basis of the magnitude and significance of the path coefficients. A step-by-step analysis was carried

out to provide a comprehensive analysis. First, we assessed the direct relationships, thereafter it was proceeded by the incorporation of moderating variable to ascertain its buffering strength. Results of the main effect model is presented in Figure 3 and table 2, while the result of the moderating effect model is depicted in Figure 4 and table 3.

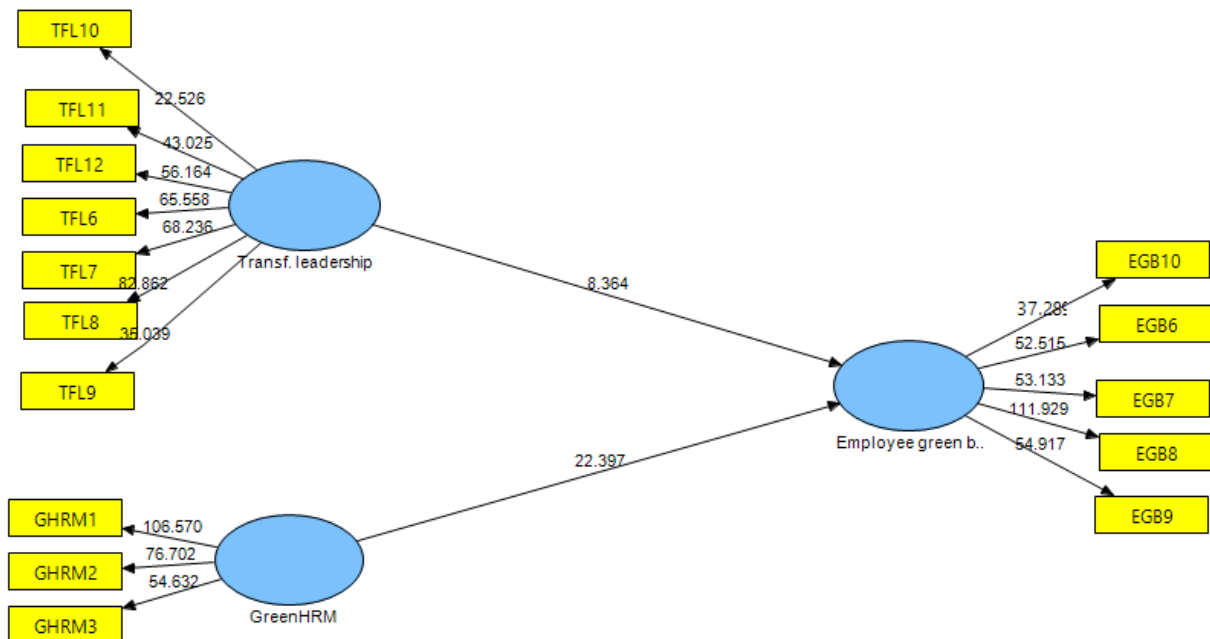


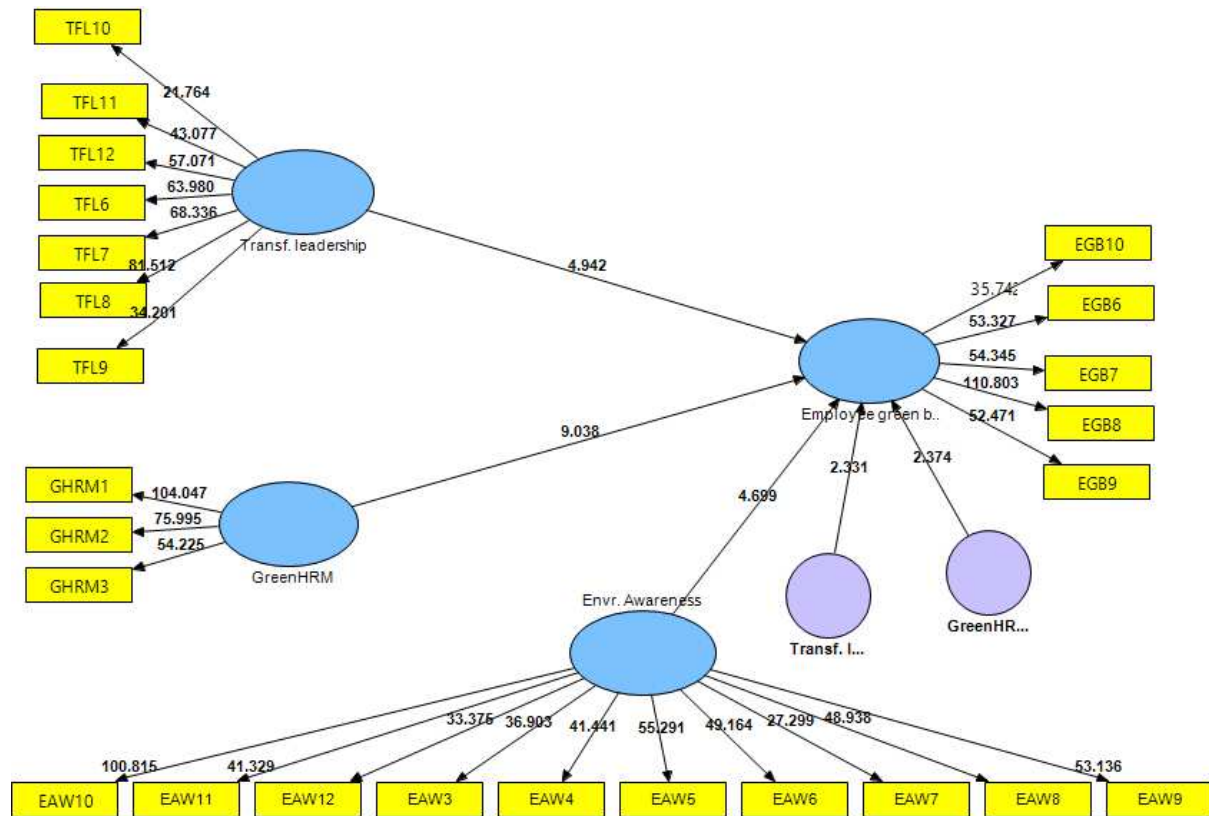
Figure 3. Structural model without interactions.

Table 2. Structural Results (Main effects without Interactions).

Paths	Relationship	Beta	SE	t-value	Decision
H1	Environmentally specific transformational leadership → EGB	0.192	0.0391	4.927**	Supported
H2	Green HRM → EGB	0.518	0.0561	9.230**	Supported

Note: ** Significant at 0.01 (1-tailed), EGB = Employee Green Behaviour.

As expected, hypothesis 1, postulated that the positive association of environmental specific transformational leadership with EGB, was statistically supported in a significant way ($\beta = 0.19$, $p < 0.001$). Hypothesis 2 stated that there is an association between green HRM and EGB. Thus, lending support to H2 ($\beta = 0.52$, $p < 0.001$).

**Figure 4.** Structural model with interactions.**Table 3.** Structural Results (Moderation effects with Interactions).

Paths	Relationship	Beta	SE	t-value	Decision
H3	Environmentally specific transformational leadership * EAW → EGB	0.171	0.0741	2.331	Supported
H4	Green HRM * EAW → EGB	0.177	0.0750	2.374	Supported

Note: ** Significant at 0.01 (1-tailed), EGB = Employee green behaviour, EAW = Environmental awareness.

A moderation analysis test was performed in this research work to establish the role of environmental awareness as a moderator in the relationships between environmentally specific transformational leadership, green HRM and employee green behaviour. We applied the bootstrapping procedure to measure moderation effect. Table 3 shows the results of the moderation analysis. As depicted in Table 3, environmental awareness moderates significantly between environmentally specific transformational leadership and EGB. Therefore, H3 is accepted ($\beta = 0.17$, $p < 0.001$). Equally, environmental awareness also moderated the association between green HRM and EGB. Thus, H4 is confirmed ($\beta = 0.18$, $p < 0.001$). Collectively,

environmentally specific transformational leadership, Green HRM and environmental awareness explained 97% of the variance in employee green behaviour. (shown as figure 2).

5. Implications and Limitations of the Study

5.1. Practical Implication

The tested model discovered some ways that leadership could influence employees' greening activity in organisations, which has numerous practical implications for organizations' environmental management. First, environmentally specific

transformational leadership plays huge role in facilitating employees 'green behaviour. Noting the trainability of transformational leadership, it is recommended that employers can include green human resources management initiatives into leadership advancement programmes to aid leaders advance their capacity targeted at solving environmental issues, leading to motivating employees' green behaviour. Additionally, leaders can incorporate the environmental value into the self-construction of individual work by emphasizing the severity of environmental issues, in order to remold the employees' behaviour regarding greening. Finally, from the human resource management perspectives, organizations should recognize the importance of the evaluation of individuals' environmental values in the recruitment and selection process. Persons with high level of environmental awareness and values are more likely to be motivated to engage green behaviour at work than those with low level of environmental awareness.

5.2. Limitations and Future Directions

Many outcomes of this study calls for further and future research. First, the adoption of cross-sectional data used in this study precludes any causal inferences. Thus, in order to allow for causal inference, to future research should exceed beyond the shortcomings of the cross-sectional data and incorporate longitudinal data. Second, this study only tested the moderating role linking environmental specific transformational leadership, and green HRM with employee green behaviour, ignoring its mediating conditions. Nonetheless, future research should simultaneously incorporate both moderators and mediators into the research framework.

Data collected in this study are limited to the context of employee who works in public organization. Thus, future research may involve other private organizations. Outcomes of this research study may offer itself as a guideline for other government organization in other geo-political zones of Nigeria to increase their leader behavior which will impact green behaviour of employees.

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