

Green Human Resource Management and Corporate Sustainability of Oil and Gas Companies in Port Harcourt, Nigeria

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Abstract

The goal of this study is to determine the level of awareness of Green Human Resource Management (GHRM) among Human Resources (HR) Managers and HR officer at various levels in the Nigerian oil and gas industry. To collect data, a cross sectional design using quantitative research methodology was used. Data were obtained from 180 HR managers and HR officers in the chosen study organizations. Theory of green economy underpinned the study. The descriptive data analysis is given in relation to the level of relationship between the variables, and a regression analysis was used to determine the predictability of the corporate sustainability using the independent variables (GHRM). The findings of the study showed significant relationships between the independent variables (green recruitment and selection, green training and green rewards management) and corporate sustainability ($r = .310, .469, .417$; $p < .01$) respectively; and $F(3, 176) = 30.43$, $p = .000$, with R^2 of .342 showed that GHRM is a good predictor of Corporate sustainability. The study recommended that to attain outstanding corporate sustainability, organizations should implement the necessary GHRM practices. Schools should include Green activities in their curriculum so as to inculcate and imbibe the culture of green practices. Finally, the government should incorporate GHRM methods into Nigerian Labour law and promote firms that adopt green HRM.

Keywords: Green Human Resource Management, Corporate Sustainability, Green Recruitment, Green Training, Green Reward Management.

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INTRODUCTION

The growth of global environmental concerns and the introduction of international standards on environmental issues have created the need for businesses worldwide to embrace formal environmental strategies and programs (Daily & Huang, 2011). Organizations are gradually observing increased consciousness on the importance of going green and adopting environment management techniques. It is essential to move towards sustainable business practices, the corporate world is on the move to globalization as the business is experiences a move from a conservative or traditional financial structure to

a modern capacity based economy which is ready to explore green economic aspects of business. Green human resource management (GHRM) has therefore been noted as a key business drive for growing organizations where the Human Resource division plays a vigorous role in implementation of green initiatives (Ahmad, 2015). Green human resource management is essentially putting into practice HRM best practices and policies to enhance better use of resources in the organization, this promotes environmentalism which further boosts up employee morale and satisfaction (Ahmad, 2015). Therefore, organizations need to align their human resource practices to be a company's green management priority (Jabbour, 2013).

GHRM is the use of employees to promote sustainable practices and increasing their awareness and commitments on sustainability issues. The GHRM consists of practices and policies which are specific in nature and regards human resources in line with economic, social, and environmental pillars of sustainability worldwide (Muster & Schrader, 2011).

According to Shore *et al.* (2006), green human resource plays a crucial role in organizations globally to aid the environmental connected problems by accepting it. In a management viewpoint, he asserted that organizations take up policies and practices, and implement rules linked to environmental protection. A study by Mandip (2012) indicates that GHRM refers to the use of every employee interface to promote sustainability practices and supplementing employee responsiveness and commitments on sustainability problems. He asserts that GHRM engages activities and programs which are environmentally friendly which in return lead to greater efficiencies, reduction in costs, improved employee engagement and retentions. This will result in organizations practicing job sharing, carpooling, teleconferencing, virtual interviews, recycling, telecommuting, e-learning, reduction of carbon footprint by adoption of electronic filing and energy efficient office spaces. Moreover, Jabbour (2010) explained that green HRM is one which engages two important fundamentals, environmentally friendly human resource practice and the conservation of knowledge capital. Green HR involves reducing carbon footprint by minimizing printing of papers, adopting video conferencing and online interviews.

HRM practices are expected to improve environmental friendly human capital and culture of a firm through hiring pro-environment employees, training employees with skills and competencies in technology, innovation, and providing rewards and incentives for making EM a success.

STATEMENT OF THE PROBLEM

Little attention has been paid towards fine tuning human resource management practices and its effectiveness in environmental management (Dalaney & Huselid, 2006). It was until 2008, that GHRM practices were categorized for environmental management, with practices such as recruitment and selection; performance management and performance appraisal; training and development; employment relations; and pay and reward (Renwick *et al.*, 2008). With the help of their HR professionals, oil and gas companies in Nigeria today are attempting to embrace strategies to green their businesses.

Organizations emphasize on online sharing of training/self-learning materials, encouragement of employees to switch off their computer monitors when they are away from their desks, keeping minimum lighting when not working and more usage of LED.

Observation by the researcher showed that greening of businesses requires total involvement of all the organization members as firms have realized the need to develop a strong social conscience and green sense of responsibility where corporate social responsibility is a business imperative. It was argued that the driver of environmental sustainability within the organization is the Human resource function which should align its practices and policies with sustainability goals. However, where the functions of the HRM does not align with sustaining the environment in going or maintaining green, then the sustainable goal has been defeated. It is on this premise that this study sets out to investigate GHRM and corporate sustainability among oil and gas companies in Port Harcourt.

OBJECTIVE OF THE STUDY

The main objective of the study is to investigate GHRM and corporate sustainability among oil and gas companies in Port Harcourt. Moreover, the study is set out to achieve the following specific objectives:

1. Ascertain the extent to which green recruitment and selection influence corporate sustainability of oil and gas companies in Port Harcourt.
2. Investigate the significance of green training on corporate sustainability of oil and gas companies in Port Harcourt.
3. Accentuate the degree of association between green rewards management and corporate sustainability of oil and gas companies in Port Harcourt.
4. To probe if GHRM (green recruitment and selection, green training and green rewards management) predict corporate sustainability among oil and gas companies in Port Harcourt.

LITERATURE REVIEW

Theoretical Framework

Theory of Green Economy

The term green economy was first coined by the Government of the United Kingdom in 1989 and encompasses the society integrating with the ecosystem, and markets and economies as social systems that should adapt to social and environmental goals. The theory covers a wide range of topics, including the interwoven interaction between humans and the environment. Green economists argue that all economic decisions should be based on the environment in some way, and that natural capital and ecological services have monetary value. Articulating this theory into the study, oil and gas companies contribute to productivity by investing in natural capital, clean technologies, and green skills, supported by fiscal, finance, trade, and labour policies. By this, oil and gas companies are employing the GHRM practices to achieve the corporate sustainability goal. A green economy is one

that attempts to reduce environmental dangers and ecological scarcities while also pursuing long-term development that does not harm the environment.

Concept of Corporate Sustainability

Landrum and Edwards (2009) define corporate sustainability as the capacity of firms to operate in the interest of all current and future stakeholders in a manner that ensures the long-term health and survival of the business and its associated economic, social, and environmental systems. The difference between green HRM and corporate sustainability is that green HRM practices provide the basis and identify the actions, processes and practices which can be argued to culminate in corporate sustainability. In this regard, sustainability can be described as an outcome of behaviour which is driven by the adoption of practices and actions that reflect green HRM (Roberts & Tribe, 2008).

Furthermore, whereas corporate sustainability can be considered as an organizational outcome or consequence, green HRM identifies the role of the individual workers, their actions and functions in addressing the environmental challenges of the organization; thus, positioning it as a possible antecedent to corporate sustainability. Kernel (2005) in his description of corporate sustainability noted that it was an outcome justified on the basis of organizational policies and functions that placed regard and value on relationships, development and the environment (Roberts & Tribe, 2008).

Businesses solely focusing on reducing their environmental impact are referred to as 'green businesses' whereas a sustainable business would focus on all three dimensions of sustainability, which have often been referred to as 'triple bottom line'. The realms are intimately intertwined and their interdependencies need to be understood (Hitchcock & Willard, 2009; Elkington, 2004). The limitation to the environmental dimension has been criticized by several authors about the attempt of the private industry, in particular the manufacturing industry, to become 'sustainable' (Swarbrooke, 1999; Font & Harris, 2004; Roberts & Tribe, 2008).

However, taking environmental initiatives can be the first step towards sustainability according to the four-step model for sustainable development in firms by Kernel (2005). The first steps are mainly concerned with developing environmentally cleaner processes and environmental management practices. The consequent and final steps challenge organisations to go further and include social and ethical aspects as well as integration in the community (Kernel, 2005). Similarly, Dunphy, Griffiths and Benn's (2007) sustainability phase model defines distinct steps organisations can take to reach sustainability.

The final phase is called 'the sustaining corporation' where the ideology of sustainability is internalized with a fundamental commitment to facilitate ecological viability of the planet and contribute to equitable social practices and human fulfilment. According to Dunphy *et al.* (2007) this stage has not been reached by any organization for the time being. Many businesses appear to be in the initial phase and need to continue their efforts to combine the ecologic, environmental and socio-cultural dimension of sustainability.

An attitude-based study particularly looking at managers of chain hotels in Europe was conducted by Bohdanowicz and Martinac (2003). Their results show very positive attitudes towards environmental protection and acknowledgement of the importance of the environment for further development of organizations. They highlight the significant impact of the hotel industry and the potential of large hotels and hotel chains for promoting and supporting corporate sustainability.

An interesting finding of their study was that 'the level of environmental awareness among the hoteliers and staff was commensurate to the efforts made by the chain management towards developing and enforcing environmental policies and programs' (Bohdanowicz & Martinac, 2003). On the contrary small hotels are mainly managed by the owners whose attitudes towards sustainability are not influenced by hotel chain policies but mainly by their personal values and beliefs, perception of environmental imperatives, motivations and goals and the understanding and awareness of the type of action required (Dewhurst & Thomas, 2003).

Economic Sustainability

Economic sustainability refers to a business's ability to make profit in order to survive and benefit the economic systems at the local and national level (Roberts & Tribe, 2008). Sustainable businesses consider their economic impact on the community, such as job creation, local wages, and their contribution to local economic growth. This includes suppliers and an engagement across the supply chain to ensure similar values and practices are issues of economic sustainability. At the same time businesses need to maintain corporate profitability and internal financial stability (Landrum and Edwards, 2009) so as to survive and satisfy the needs of its various shareholders.

In response to the environmental destruction and overuse of natural resources the concept and theory of environmental economy emerged in developed countries in the 1970s to constructively change the ways of life by combining theories of the economy and ecology (Dewhurst & Thomas, 2003). However, it took a further decade for this notion to spread through the developing world. Sustainable development has been

significantly influenced by the notion of economy because of the “application and extension of the notion of ‘capital’ beyond the spheres of economics, business and finance (Blewitt, 2008). Economic aspect plays a crucial role in facilitating sustainable development by identifying options and alternatives for more effective natural resource management (Font & Harris, 2004).

There are various and ongoing debates of the main concept and the definition of sustainable economy. Kernel (2005) claimed that poverty reduction from world’s poor is the main concern of sustainable economic development. He believed that it is possible through the provision of safe, secure, and perennial livelihood; On the other hand, the main aim of economy in sustainable development, according to Rutland Report is to evaluate or estimate environmental and ecological destruction, while designing a proper solution for minimizing such degradations in the developing world (Font & Harris, 2004). Providing a commonly agreed definition for the notion of sustainable economy is considered difficult, as this notion cannot be defined autonomously from the two other pillars of sustainability

Social Sustainability

The definition of social sustainability is difficult as it includes definitions of society, culture and community. In short, social sustainability is concerned with the social interaction, relations, behavioural patterns and values between people (Roberts & Tribe, 2008). A respectful interaction between host communities and firms, involvement of the local people and recognition of the contribution of traditions and culture to the experience and activities of organizations are key issues for sustainable businesses (Roberts & Tribe, 2008).

The sustainability problem is one of finding a balance between personal and societal “needs” and nature’s capacity to support human life and activity, as well as ecosystems. This social dimension of sustainability has become more apparent, shown by increased public distrust toward business practices, exemplified in scandals, such as those surrounding Enron and Exxon Oil, as well as more public expectations of companies to do more for social wellbeing (Roberts & Tribe, 2008).

While this dimension reveals tension between the interests of business and society, there is also a meeting of interests when firms respond to sustainability. That is, from a micro view, when firms respond to sustainability, they are also responding to a macro-level societal concern for habitat and quality of life. In 1999, a worldwide study found that two-thirds of consumers surveyed wanted companies to contribute to broader social goals (Bohdanowicz & Martinac, 2003). In response, considerable efforts have been made to

study the social dimension of sustainability in the corporate social responsibility (CSR) context.

Environmental Sustainability

The environmental dimension of sustainability is the most widely documented one. In the manufacturing industry a wide range of information exists about environmental issues such as energy saving, recycling, waste management, water savings, etc. A study in the London manufacturing sector showed that almost all respondents indicated to be taking action on environmental matters (Knowles *et al.*, 1999). Many other researchers point out that the most firms (especially product-based such as manufacturing) are aware of their negative impacts on the environment.

In particular resource depletion such as energy, water and non-renewable resource usage are areas of environmental action (Middleton & Hawkins, 1998; Hobson & Essex, 2001). Other initiatives towards more environmentally friendly operations management adopted by manufacturing firms could be: recycling systems; use of unbleached and undyed fabrics, use of recycled supplies, etc. (Swarbrooke, 1999; Hobson & Essex, 2001).

The physical environment is powerfully affected by and is made up of evolving systems-ecological systems, societies and economies. These evolving systems will create changes in some aspects of the physical environment and will prevent or resist changes in other aspects. So, an environmental sustainability program could never aim to sustain or maintain absolutely every component and attribute of the entire physical environment (Hobson & Essex, 2001).

Any environmental sustainability program must start out by being clear about what it is hoped will be maintained in the physical environment and what can be allowed to change or what will be made to change. Precisely what people set out to sustain within the physical environment will depend on their value judgements, needs, skills and technology and available resources to support the action program and the current state and the dynamics of the physical environment (Hobson & Essex, 2001).

Green Human Resource Management

Green company refer to corporations that offer environmentally friendly services and products, using of renewable energy, efficient using of resources, reducing all negative impact on the environment by using green activities (Jafri, 2012). In that sense, Ramnus (2002) stated that green activities are defined as the activities that guide an organization to reduce its harmful environmental impacts and conserve natural resources. On the other hand, the main role of workforce is to achieve the organizational objectives by developing and implementing business strategies. Therefore,

organization should ensure that it has the talented and skilled people to achieve its green policies (Phillips, 2007). According to Gerhart *et al.*, (2000) effective achievement of green plans depends on whether organization employee green or not.

Dutta (2012) confirmed that GHRM practices are the best approach that help the company by making a 'green employee' who realizes the environmental performance in the workplace by stressing on green employing, green training and development, green reward and beneficent the companies' human capital. According to Opatha and Arulrajah, (2014) human resource planning, recruitment and selection, training and development, performance appraisal, rewards management and human relations which are HRM main practices are deemed as instruments for aligning staff with establishment's environmental policies.

Green human resource management is one side of green management aims to preserve the environmental balance (Goswami and Ranjan, 2015). GHRM aims to conserve the environment and apply the environmental sustainability (Deepika, 2016; Javed and Cheema, 2017). GHRM refers to all actions or activities involved in development and implementation of a system that aims to make employee green in order to achieve environmental sustainability goals (Renwick *et al.*, 2015). Mampra (2013) determined GHRM as the use of HRM pursuit to support environmentalism and promote sustainable use of organization resources. To that end, Owino and Kwasira (2016) added that GHRM practices like job descriptions, selections, training, performance and evaluation.

The green HRM system is a dynamic and continuous management system of activities and processes aimed at sharing and aligning staff environmental values with those of the organization (Abbaspour, Karbassi & Khadivi, 2006). Since green HRM may impact as a source of competitive advantage through giving economic as well as strategic benefits, organization often take it as an ethical concern not as a reactive strategy (MolinaAzorin, Claver-Corte's, Lopez-Gamero & Tari, 2009).

Taking into account the ever-increasing prominence of environmental management across the world, academics have tended to focus on identifying the tie between financial and social performance (Babiak & Trendafilova, 2011; Margolis, Elfenbein & Walsh, 2009). Researchers claim that adoption of environmental practices positively affect company's competitive position (Giménez Leal, Casadesús Fa & Pasola, 2003); reduces their negative impact on the environment (Sarkar, 2008; Al-Najjar & Anfimiadou, 2012) and influences stakeholders to be environment friendly (Alniacik, Alniacik & Genc, 2011). Academics are also converging research on green HRM because of its possible implications on environmental, economic,

and social organizational actions (Montiel, 2008; Babiak & Trendafilova, 2011).

Green recruitment and selection and Corporate Sustainability

Process of attracting green candidates for job vacancies, job advertisements should express certain environmental values (e.g. be a part of the green team). Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-quality "green employer of choice" (Renwick *et al.*, 2008; Jackson *et al.*, 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract and recruit new talent (Phillips, 2007; Stringer, 2009). A study by Owino and Kwasira (2016) and Mandip (2012) on their study on the influence of green human resource management practices on environmental sustainability concluded that recruiting employees who are eco-concerned will enable the company attain its sustainability agenda.

Really, environmentally responsible employers can attract talent that they needed to implement corporate environmental management initiatives and ultimately it contributes to achieve organization's environmental goals. However, there is hardly any study which at present has addressed the relationship between green recruitment and corporate sustainability in Nigeria. Therefore, the study hypothesized that

H01: There is no significant relationship between green recruitment and selection and corporate sustainability of oil and gas companies in Port Harcourt.

Green Training and Corporate Sustainability

Renwick *et al.* (2008) suggested certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries (Jackson *et al.*, 2011). These skills include mitigation of wastage (North, 1997), and expertise in environmental protection and environmental literacy (Cook & Seith, 1992). Environmental related education, training and development are key areas of green HRM in an organisation (Zakaria, 2012). Without proper education, training and development, materializing targeted environmental performance of a firm is very difficult to achieve. In line with this, a study by Prasad (2013) on the relationship between training and development and environmental sustainability concluded that when employees are well informed about the green procedures and policies including the vision/mission statement of the company, it enhances the sustainability oriented benefits, company-wide initiatives like

reducing greenhouse gases, creating green products. Likewise, a study by Olusanya (2013) and Daily *et al.* (2007) investigated on embedding environmental sustainability competencies in human capital training and development. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting. Nonetheless, empirical evidence of this relationship especially within developing nationalities such as Nigeria is lacking. Therefore, the study proposed the following hypothesis:

H02: There is no significant relationship between green training and corporate sustainability of oil and gas companies in Port Harcourt.

Green Rewards Management and Corporate Sustainability

Crosbie and Knight (1995) state that some companies have successfully compensated extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. In addition, Ramus (2002) posited that incentives and rewards can influence employees’ attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals. Likewise, Opatha (2013) argued that green reward management has important contributions to motivate all employees of organization on corporate environmental management initiatives. Renwick *et al.*, (2008) suggested two options for practice the green reward management, the financial and nonfinancial. Green reward management practices offer rewards for creative environmental

initiative/performance. Moreover, Green rewards management is required to support various creativity among the employees (Woods, 1993). In that sense, Jackson *et al.*, (2011) suggested to provide incentives to support, re-use, recycling and waste management.

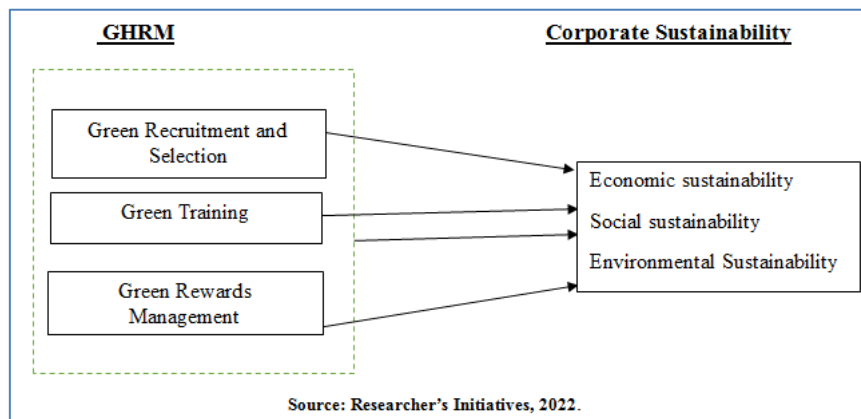
Due to the scarcity of financial compensation, recognition rewards for environmental performance have been established in many organizations. Having diverse employee environmental performance recognition programs at different levels is also needed for many organizations. The core success of recognition is making them available at different levels within the organisation. Providing incentives to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson *et al.*, 2011) can also be considered as green reward management practices.

H03: There is no significant relationship between green rewards management and corporate sustainability of oil and gas companies in Port Harcourt.

Gap in Literature

The study was able to discover that most of the study on green HRM were carried out mostly in the developed nations. Study of this nature is largely lacking in the emerging economies like Nigeria. Apart from this, GHRM is a new concept whose antecedents are inconclusive, thereby leading to a gap which this study is set out to fill.

Conceptual Model for the study



METHODOLOGY

To evaluate the link that exists between various predictors and the criteria variable of interest in the study, a cross sectional and multivariate survey design was used (Tabachnick & Fidel, 1983). The study takes place in the Nigerian oil industry. It includes all multinational, indigenous, and independent oil companies, as well as oil service companies that are registered under the Department of Petroleum Resources. The researchers employed multistage

sampling approaches. Cluster sampling was utilized to choose among a total of 42 publicly traded companies in the oil and gas industry, which were then divided into four clusters (using Department of Petroleum Resources; DPR classification). After that, a proportionate sample size was used to pick the number of companies in each cluster in relation to the full forty-two listed companies in the industry in relation to the sample size to the total sample size to select the sampled companies by balloting. A total of 8 out of 42

companies were chosen at random by balloting. Participants were requested to fill out an anonymous survey form and return it through designated representatives at each of the companies. Only HR managers and HR officers of these companies are considered in the study. This comprised 500 HR managers and HR officers (Head of Departments of the 10 companies selected for the study). Only HR managers and HR officers from the study organizations' junior cadre, supervisory, lower, and middle management levels are eligible to participate. The study is only interested in HR managers and HR officers that have a direct employment contact with the oil and gas industry. A total of 200 surveys were distributed throughout 8 chosen using quota sampling. A total of 180 personnel from the oil industry took part in the research. This resulted in a 90.0 percent response rate.

Instrumentation

The study used structured questionnaire to elicit information on two sections namely: section A which contained the demographic characteristics of the population comprising of age, sex, marital status and education. The section B contained vital role of green human resources management as well as corporate sustainability. Green human resources management GHRM was measured using three dimensions of GHRM. GHRM was measure with green recruitment and selection, green training and green rewards management. Green recruitment and selection was measured using seven-scale item adapted from the studies of Clarke, 2006; Wehrmeyer, 1996; Renwick *et al.*, 2013; Opatha, 2013; and Revill, 2000 on 5 likert scale ranging from 1= Never to 5 = Always. The Cronbach's Alpha reliability coefficient of this instrument is slightly below 0.7 as suggested by Nunally (1967). Green training was measured by four-scale item adapted from a scale developed by North, 1997; Renwick et al, 2008 and Opatha, 2013 on 5 likert scale ranging from 1= Never to 5 = Always. The Cronbach's Alpha reliability coefficient of this instrument is slightly above 0.8 which is above the benchmark as suggested by Nunally (1967). Green rewards management was measured by three-item scale adapted from the scales developed by Bhushan and Mackenzie, 1994; Berry and Randinelli, 1998; Jackson

et al., 2011 and Renwick *et al.*, 2008. Specifically, corporate sustainability was measured by Economic sustainability, social sustainability, and environmental sustainability. Each was measured with a 5 item scale adapted from a scale known as the 'indicators of the Ethos Institute of Brazil' using a five-point Likert scale that goes from 1, Never, to 5, Always. The cronbach's Alpha for the scale was .78 which was deemed reliable (Nunally, 1967).

Reliability and Validity of the instrument

The questionnaire was given to professionals in the field of human resources in the department of Business Administration for validity. The questionnaires were tested for reliability using a pilot study of 50 respondents administered to oil and gas companies different from the companies used for the study. Cronbach's reliability test was used to assess the instrument reliability. This is deemed fit because it is mostly employed by researchers as a test for research instrument reliability. The Croanbach's alpha reliability was 0.85 and the instrument was deemed reliable because it surpassed the Cronbach's Alpha benchmack given as .75.

DATA ANALYSIS TECHNIQUE

SPSS version 23 software is used to evaluate the collected data. A frequency table is created to examine the number of respondents who gave a specific response. The Cronbach Coefficient Alpha is used to verify the data's reliability and internal consistency. Based on one or more predictor (or independent) variables, the multiple regression model is used to estimate the predictability of the outcome variable by the predictor variable.

The Empirical Model for the Study

$$CS = b_0 + GRS(1) + GT(2) + BRM(3) + error(I)$$

Where b_0 = the model constant, CS = Corporate Sustainability, GRS = Green Recruitment and Selection, GT = Green Training, GRM = Green Rewards Management.

DATA ANALYSIS AND RESULTS

Analysis of Data and Interpretations

Table-1: Demographic characteristics of the respondents of the study

Profile	Frequency	Percentage (%)
Ages		
21-30	36	20.0
31-40	122	67.8
41-50	15	8.3
51 years and above	7	3.9
Total	180	100.0
Gender		
Male	112	62.2
Female	68	37.8
Total	180	100.0

Marital Status		
Single	41	22.8
Married	127	70.6
Divorced	4	2.2
Total	180	100.0
Education		
DIPLOMA	12	6.7
HND/B.Sc.	112	62.2
MSc./M.A/ EQUIVALENT	39	21.7
Ph. D.	17	9.4
Total	180	100.0

The demographic properties of the respondents showed that the study captured the respondents' gender, ages, marital status and educational qualification as shown on table 1. The gender of the respondents showed that 62.2% (112) of the respondents were female while 37.8% of the respondents were male. This implies that the study will be female biased because there were more female than male in the study. On the part of marital status, 70.6% (127) of the respondents were married, 22.8% (41) were single, 4.4% (8) were widowed while 2.2% (4) reported that they were divorced. This implies that majority of the respondents were people of matured minds and so it was good for the study. On the part of ages, 67.8% (122) of the respondents fall within the age bracket 31-40 years,

20.0% (36) of the respondents fall with the age bracket 21-30 years, 8.3% (15) of the respondents fall within the age bracket 41-50 years while 3.9% (7) were 51 years and above. This implies that majority of the respondents were in their active work life. Finally, the educational qualification of the respondents showed that 62.2% (112) of the respondents were HND/ B.Sc. holders, 21.7% (39) were M.Sc./ M.A and Equivalent holders, 9.4% (17) were Ph.D. holders while 6.7% (12) were Diploma holders. This means that most of the respondents of this study were elite and this was good for the study as the respondents comprehended the constructs of the study.

Correlation Matrix

Table-II: Mean, Standard Deviation, and correlation between the variables of the study

Correlation						
Factor	Mean	SD	1	2	3	4
COSU	4.14	.60	1			
GRS	4.19	.75	.310	1		
GT	4.24	.69	.469	.183	1	
GRM	4.17	.56	.417	.192	.285	1

Notes: **p<0.01. SD: Standard Deviation; GRS: Green Recruitment and Selection; GT: Green Training; GRM: Green Rewards Management; COSU: Corporate Sustainability.

The mean, standard deviation as well as the correlation among the variables of this study is shown on table II. Result showed green recruitment and selection (r = .310), green training (.469), and green rewards management (.417) have significant positive relationships with corporate sustainability. This implies that a unit increase in green recruitment and selection will manifest into 31.0% increase in corporate sustainability accordingly; a unit increase in green training will lead to 46.9% increase in corporate

sustainability; a unit increase in green rewards management will lead to 41.7% increase in corporate sustainability. With this result, H01, H02 and H03 were all rejected. Moreover, correlation analysis only serves as a pretest to other test (Field, 2017), therefore, a further test was needed to prove that green human resources could predict corporate sustainability.

Test of hypotheses

Table-III: Regression results on Green Recruitment and Selection, Green Training, Green Rewards Management and Corporate Sustainability

Variables	B	β	T	Sig	R	R²	F	Sig
Constant	1.333		4.268	.000				
GRS	.177	.191	3.093	.003				
GT	.265	.354	5.502	.000	.584	.342	30.43	.000
GRM	.226	.279	4.318	.000				

Dependent Variable: Corporate Sustainability

A multiple linear regression was calculated to predict corporate sustainability based upon green recruitment and selection, green training and green rewards management as shown in table III. Preliminary analyses were performed to ensure there was no violation of the assumptions of normality, linearity, and multicollinearity. A significant regression equation was found $F(3, 176) = 30.43$, $p = .000$, with R^2 of .342, meaning that 34.2% of corporate sustainability was explained by green recruitment and selection, green training and green rewards management leaving 65.8% variation of corporate sustainability unexplained. Respondents' predicted corporate sustainability is equal to $1.333 + .177(\text{GRS}) + .265(\text{GT}) + .226(\text{GRM})$. All the predictor variables were significant predictors of corporate sustainability. That is respondents' corporate sustainability increased by .177 for every unit increase in green recruitment and selection. Likewise, corporate sustainability increased by .265 and .226 for every unit increase in green training and green rewards management respectively. This further substantiates the correlation result stated above. Therefore, H01, H02 and H03 were all rejected and alternative hypotheses of H01, H02 and H03 were all accepted.

The F-statistics showed that the study model is fit and the R2 substantiates the fact that GHRM is a good predictor of corporate sustainability. Hence H04 was rejected and alternative hypothesis of H04 accepted.

DISCUSSION OF FINDINGS

The finding of this study showed that there exists a relationship between antecedents of GHRM and corporate sustainability in the oil and gas companies in Nigeria. For instance, the correlation result showed that there exists positive relationship between green recruitment and selection, green training and green rewards management and corporate sustainability. A further investigation using multiple regression showed green recruitment and selection is a predictor of corporate sustainability. This result is in line with the submissions of Renwick *et al.* (2008); Jackson *et al.* (2011); Phillips, (2007); Stringer, (2009); Owino and Kwasira, (2016); Mandip, (2012). This mean that Hr managers in the oil and gas companies in Nigeria has been attracting green candidates for job vacancies, job advertisement in order to express certain environmental values. That is selection criteria of these companies included certain environmental concerns and interest. In addition, green training showed to be a good determinant of corporate sustainability. This result agrees with the opinions of Renwick *et al.* (2008); Jackson *et al.* (2011); North (1997); Cook and Seith (1992); Zakaria (2012), who opined that the provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, and environmental related education, training and development are key areas of green HRM

in an organisation. This implies that the case study companies ensure that that new recruits understand an organization's green culture and share its environmental value. In addition, green rewards management also showed to be a good predictor of corporate sustainability. This argument is in agreement with the conclusions of Crosbie and Knight (1995); Woods, (1993); Ramus (2002); Opatha (2013) and Renwick *et al.*, (2008) who suggested to provide incentives to support, re-use, recycling and waste management.

Moreover, GHRM compositely predicted corporate sustainability as evidenced from the regression results shown above. The implication of this is that management of oil and gas companies in Nigeria should focus more on GHRM practices so as to foster corporate sustainability thereby achieving the Sustainable Development Goals (SDGs).

CONCLUSION

According to this report, the majority of HR managers in Nigeria oil and gas companies are aware of Green Human Resource Management. However, investigation shows that real Green HR activities are in their infancy in the company. As a result, businesses should aim to implement a Green HR policy as soon as possible. Foreign training and seminars are important tools in raising awareness about green human resource management across the organization's various levels of HR managers. The study also concludes that Green organizations gain advantages by applying the GHRM such as: green recruitments and selection where the employees will be exposed to greening abinitio; green training whereby employees will be exposed to the skills of reducing wastes, recycling and reuses of materials, enhancing the property image, attracting and retaining green customers, reducing the negative environmental effect and better financial performance; and finally green rewards management should be inculcated so that employees are rewarded for carrying out green pro-environmental activities in the workplace.

RECOMMENDATIONS

- i. Human resource managers should be involving the green practices into HRM practices; this involvement should include all human resource management functions: planning, job analysis and design, recruitment and selection, induction, training and development, performance appraisal, reward management and employee relation.
- ii. HR managers should understand and increase the scope and depth of GHRM practices so that organizations can improve their environmental performance in a more sustainable manner.
- iii. Generally, to improve green human resource management practices, the government should incorporate green HRM methods into Nigerian Labour law and promote firms that adopt green

HRM. Furthermore, universities should include green HRM in their curricula to teach and imbibe the culture of green in the workplace. Furthermore, firms should adopt strategic human resource management policies based on the GHRM concept, with a particular focus on promoting green employees.

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