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Green Human Resource Management Practices and Organizational Performance of Oil and Gas Firms in Rivers State

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Abstract: *The paper examines relationship between green human resource management practices and organizational performance of Oil and Gas Firms in Rivers State. Generally, the objective of the study was to empirically examine how green human resource management practices relates with organizational performance in terms of profitability, product innovation and quality service delivery of Oil and Gas Firms in Rivers State. The study adopted the explanatory cross-sectional survey research design. The study population consisted of the selected forty (40) oil and gas firms in Rivers State, Nigeria. The purposive sampling technique, where the entire population of a study is picked, was adopted in this work, since the entire was relevant to this study. Therefore, the study was a census study. Therefore, the sample size for this study was the five (5) managers from each of the forty (40) oil and gas firms in Rivers State, which gave 200 managers (5*40) from the oil and gas firms. The instrument's reliability was ascertained using Crombach Alpha with the least coefficient up to 0.743. Out of 200 copies of the questionnaire distributed, 172 copies of the questionnaires were retrieved. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. The study found that: green human resource management practices have strong significant positive relationship with profitability of Oil and Gas Firms in Rivers State; green human resource management practices have very strong significant positive relationship with product innovation of Oil and Gas Firms in Rivers State, and; green human resource management practices have very strong significant positive relationship with quality service delivery of Oil and Gas Firms in Rivers State. The study concluded that timely adoption and usage of green human resource management practices, such as green recruitment, green training, and green reward, leads to a progressive change in organizational performance in Oil and Gas Firms and other organizations based on the findings and discussion of the findings. The study recommended that organizations should ensure that they put in place green recruitment and selection practices to improve their performance and comply with statutory and ethical standards.*

Keywords: Green Human Resource Management Practices, Organizational Performance, Profitability, Product Innovation, Quality Service Delivery.

Background of Study

The twenty-first-century generation is focusing attention on environmental issues all across the world. This is a result of the fragile ecosystem we currently live in, which is already harmful to human health due to things like the ozone layer being destroyed, soot, and other environmental concerns. Therefore, it is imperative that everyone pitch in to protect and sustain our natural ecosystem. In order to lessen environmental difficulties, go-green initiatives are now being implemented in many sectors. Green policies are created in human resource management to save resources for the company's and society's future growth. According to Amanawa (2022); CSR has moved from *'The Nice Thing to Do'* to *'What Should Be Done'*. Companies in the oil and gas and other sectors know that Corporate social responsibility is no longer only a tool for building brands; it is now an essential instrument for doing business. By coordinating practices and policies with sustainability goals that reflect an eco-focus, the human resource functions transform into the organization's primary driver of environmental sustainability (Deepika & Karpagam, 2016). Companies are now aware of the need to cultivate social solid consciences and a feeling of environmental responsibility, where corporate responsibility is an economic need rather than an altruistic one. It appears that a sizable number of businesses now engage in green human resource management strategies on a global scale (Arulrajah *et al*., 2015).

By "green human resource management practices," we mean a set of rules and regulations in the areas of hiring, training, and compensation that organizations, through their HR departments, enforce among their staff members both before and after employment in order to promote awareness of, and action for, the preservation and conservation of the natural environment for the benefit of all. By modifying GHRM processes, human resource performance, behaviors, attitudes, and skills can be developed in an environmentally responsible manner (Arulrajah *et al*., 2015). Lee (2009) claims that GHRM methods assist companies in cutting expenses without jeopardizing top talent, positions, or part-time employees. Green hiring, green training, and green compensation are all examples of green human resource management techniques.

Various circumstances impact performance, and Green Human Resource Management Practices are no exception. Conceptually speaking, organizational performance refers to the degree to which a corporate entity's operational actions result in the development of novel products, the provision of top-notch services, and organizational profitability. It is possible to improve an organization's performance, efficiency, and member well-bein through deliberate actionsg. There is, therefore, the need for an oil and gas firm, via green human resource management practices to root out a workforce that will be the brains and hands behind the performance of an organization that will birth product innovation, quality service delivery, and profitability.

Though experimental studies related to green human resource management practices and organizational performance have been carried out by some scholars locally and internationally (Jamal *et al.*, 2021; Alam *et al*., 2021; Alford, 2021; Mwita & Malangalila, 2018), however, these empirical supports have proven that no study is yet to be conducted on green human resource management practices and organizational performance of oil and gas firms in Rivers State.

Statement of Problem

One of the problems that made this study necessary is the apparent underperformance of oil and gas companies in Nigeria, particularly in Rivers State. Some companies struggle to land contracts due to their past track record of poorly managing customer complaints and inquiries and delivering products and services with little innovation. Other signs of these companies' sharp decline in productivity include that their staff wastes many resources, completes projects of poor quality, and lacks innovation. The researcher has also seen a recent rise in client complaints. It is also puzzling why oil and gas companies' productivity levels have not increased much despite their level of digitization and deliberate and unconscious use of green human resource management strategies.

The perceived lack of empirical research on the impact of green human resource management techniques on organizational performance in oil and gas firms in Rivers State was another concern that led to the current study (Jamal et al., 2021; Alam et al., 2021; Alford, 2021; Mwita and Malangalila, 2018; Wanjiku & Mose, 2019). As such, the researcher was poised to examine the relationship between green human resource management practices and the organizational performance of Oil and Gas Firms in Rivers State.

Aim and Objectives of the Study

The paper aimed to examine the relationship between green human resource management practices and the organizational performance of Oil and Gas Firms in Rivers State. The specific objectives of the study include the following:

1. To determine the relationship between green human resource management practices and the profitability of Oil and Gas Firms in Rivers State.
2. To ascertain the relationship between green human resource management practices and product innovation of Oil and Gas Firms in Rivers State.
3. To examine the relationship between green human resource management practices and quality service delivery of Oil and Gas Firms in Rivers State.

Research Hypotheses

Based on the above objectives of the study, the following hypotheses were formed thus:

Ho_1: Green human resource management practices do not have any significant relationship with the profitability of Oil and Gas Firms in Rivers State.

Ho_2: Green human resource management practices do not have any significant relationship with product innovation of Oil and Gas Firms in Rivers State.

Ho_3: Green human resource management practices do not have athe ny significant relationship with the quality service delivery of Oil and Gas Firms in Rivers State.

Theoretical Framework

This study is hinged on the Resource-Based View (RBV) Theory. Barney Jay founded this theory in 1991. The theory sees resources as key to superior firm performance. If a resource exhibits value, rarity, imitability, and organization (VRIO) attributes, the resource enables the firm to gain and sustain a competitive advantage (Barney, 1991). The theory assumes the following:

Heterogeneity: The first assumption is that organizational skills, capabilities, and other resources differ from company to company. If organizations had the same amount and mix of resources, they could not employ different strategies to outcompete each other. What one company would do, the other could follow, and no competitive advantage could be achieved. This is the perfect competition scenario, yet real-world markets are far from perfectly competitive. Some companies, exposed to the same external and competitive forces (same external conditions), can implement different strategies and outperform each other. Therefore, RBV theory assumes companies achieve a competitive advantage using different resource bundles (Rothaermel, 2012).

Immobility: The second assumption of RBV is that resources are not mobile and do not move from one company to another, at least in the short-run. Due to this immobility, companies cannot replicate rivals' resources and implement the same strategies. Intangible resources, such as brand equity, processes, knowledge, or intellectual property, are usually immobile (Rothaermel, 2012).study

It is interesting to note how different organizations' talents, capacities, and other resources can be. Despite this, every firm aspires to have a competitive advantage and to remain at the forefront of growth and development. They must therefore develop a strong workforce of workers who will mobilize additional resources to achieve the actualizations of the company if they are to accomplish these achievements. When management embraces employee-fit green human resource management techniques, such as green recruitment, green training, and green reward, their firms will perform much better regarding product innovation, high-quality services, and profitability. This will contribute to the organization's continued success. Because oil and gas companies strive for perfect competition to outperform rivals, management should use sophisticated human resource management techniques like green recruitment, green training, and green reward to produce employees who will take the company to a highly competitive level of excellent performance.

Last but not least, top management may create a conducive climate for GHRMPs to succeed while raising organizational performance thanks to the immobility of resources. Processes, knowledge, brand equity, and intellectual property are examples of intangible resources that are typically immovable. There are both human and non-human resources here. Oil and gas companies must modernize their workforce by effectively applying the best GHRMPs (green recruiting, green training, and green reward) to boost organizational performance regarding product innovation, high-quality service delivery, and profitability.

Concept of Green Human Resource Management Practices

The idea of "green human resource management" (GRHM) is new but gaining traction globally. For various people, it means different things. There is not a thorough explanation of GHRM. According to Davis (2021), it is a collection of guidelines, procedures, and systems that encourage a business's employees to operate sustainably to build a socially conscious, resource-efficient, and ecologically aware company. The question of how to incorporate ecological practices into human resource policy, sometimes called Green Human Resources Management, has become more prevalent due to the growing importance of sustainable development in creating a modern company's competitive edge (HRM). As a response to the difficulties and disasters that climate change has brought and increasingly threatens to bring to our globe, sustainability initiatives are expanding quickly within thousands of businesses today. In the struggle to halt climate change, the private sector is crucial. A top-down strategy is crucial for businesses to flourish and advance in their sustainable journey, as is the backing of VPs and senior management, including People and HR.

According to SaifalIslam *et al.* (2019), human resource management practices (HRMP) are the procedures and guidelines used to control employees' or workers' behavior, productivity, and attitudes in a specific organizational environment. Financial-based sectors, like pension fund management companies, attempt to achieve competitive advantage at any cost and turn to more innovative sources through HRM practices as the corporate world becomes more competitive and unstable. According to Schuler and Jackson (2016), HRM practices are a system that recruits, trains, inspires, and keeps workers to secure the organization's success and the survival of its members. A firm's human capital must contribute to fulfilling its business goals, and HRM practice is a set of internally consistent rules and procedures that ensures this (Delery & Doty, 2017). According to Minbaeva (2015), HRM practices are procedures organizations use to manage their human resources by promoting the development of firm-specific capabilities, complex social relationships, and organizational knowledge to maintain competitive advantage. HRM practices are, more specific, methods, formal rules, and philosophies intended to draw in, train, inspire and keep personnel who will ensure the organization's survival and success (Cheng & Aizzat, 2012).

According to this study, "green human resource management practices" refers to a set of rules and guidelines that organizations, through their HR departments, enforce among their staff members both before and after employment in order to promote awareness of and action toward the conservation and preservation of the natural environment for the benefit of all. The degree to which all traditional HR procedures, including job analysis, recruitment and selection, induction, training, performance assessments, and rewards, are green has frequently been examined in current literature (Jabbour, 2015; Mathapati, 2013). Similarly, Shaikh (2010) discussed green corporate social responsibility as a crucial component of green human resource management. In addition, Renwick *et al.* (2013) stated in their work that GRHM research, which they defined as the HRM components of environmental management, is quite broad and forward-thinking.

Green job design and analysis, green recruiting and selection, green onboarding, green training and development, green performance reviews, a green pay and incentive system, and green empowerment are among the green human resource management techniques described by Majeed *et al.* (2019). This suggests that green human resource management techniques are the rules and standards at work that motivate staff to do their duties in an environmentally responsible manner. This is because the natural world has a way of fighting back when we do, which almost often results in disaster. This is now widely acknowledged in the workplace, which explains why workers at all levels are encouraged—consciously and unconsciously—to fulfill their duties favorably to the environment. Many of the natural disasters occurring in the world today result from environmental deterioration brought on by numerous industrial activities. Many people and organizations only care about exploiting the natural environment; they do not care about protecting or conserve it. There are consequences to this that are harmful to humanity. As a result, environmental protection and conservation should begin at work, especially for oil and gas companies.

Concept of Organizational Performance

The idea of organizational performance has been carefully considered to be the total of the successes that all departments have attained. The organization’s accomplishments in each stage are outlined by the goals set for it over a specific amount of time. Organizational performance is linked to a company’s existence and success (Ahmed & Shafiq, 2014). Customer-focused performance includes customer satisfaction and the effectiveness of the product or service. Financial and market performance includes revenue, profits, market position, cash-to-cash cycle time, and earnings per share. Human resource performance includes employee organizational effectiveness, including time to market, level of innovation, production, and supply chain (Alam, 2013). Many firms have restructured, instituted complete quality management programs, and added competitive worker perks to reach the necessary level of financial performance. However, despite making such efforts, many businesses have not enjoyed high performance or the desired benefits. Studies of the consistently superior financial performance of some American businesses have linked their success to the distinctive cultures of such businesses (Zheng & McLean, 2010). Effectiveness, efficiency, productivity, quality, and innovation are part of an organization’s performance.

To achieve this, organizational performance is a process that uses planned interventions to improve an organization’s effectiveness and efficiency and the well-beingg of its members. The outcome that shows or reflects an organization’s efficiency or inefficiencies in terms of reputation, competencies, and financial success is generally called organizational performance. It is crucial to remember that organizational performance refers to an organization’s actual output or result compared to its anticipated outcomes, goals, and objectives. Organizational performance includes a company’s results or effects compared to its upcoming aims or objectives. It also affects strategic planners, operations, finance, legal, and organizational development. Authorities in many different sectors of endeavor are concerned about it.

Given the preceding, organizational performance can be conceptualized as the degree to which a corporate entity’s operational actions result in developing novel products, providing top-notch services, and organizational profitability. Through deliberate actions, it is possible to improve an organization’s performance, efficiency, and member well-beingg. The ability of an organization to achieve profitability (having a reasonable return on investment and leverage), satisfy both the organization and the outside world by successfully navigating production innovation (developing new and rebranded products), and provide high-quality services are all examples of an organization’s performance (having fewer complaints and prompt attendance).

Measures of Organizational Performance

Profitability: The extent to which a corporate organization continues to generate financial resources above its financial costs is considered profitability in this research endeavor. That is a resource input’s capacity to result in a gain. Every corporate organization has this as its primary goal, even if occasionally it places more emphasis on offering services than on making a profit. The long-term objective remains to generate enough revenue to make up for when there is no revenue or perhaps even a loss. For example, an oil and gas company will always carefully calculate the profitability of any commercial initiative it wishes to engage in. The company will not confidently enter the market unless it is pleased with the calculation’s outcome and other relevant elements. A business idea’s ability to be profitable is a crucial indicator of its viability. This is why it indicates whether a company is still in operation. Furthermore, for that reason, it is a metric used to assess an organization’s performance. When a company organization’s profitability is assessed using its net interest margin, return on investment, and return on equity and is determined to be insignificant, it will be said to be producing little to no profit at all. As a result, the company organization will be considered to be functioning poorly because of its poor profitability performance.

An oil and gas company that is successful and robust will be better equipped to withstand shocks and actively contribute to the economy's stability (Aljbiri, 2016). In a study he conducted (Aljbiri, 2016) to look at the variables influencing the performance and profitability of Gumhouria banks in the nation of Libya, it was discovered that capital adequacy, portfolio composition, deposits, and GDP have an impact on ROE (return on equity), while other factors like inflation and bank size also have an impact, albeit a small one. Therefore, business organizations can use parameters such as return on assets, equity and return on investment to measure their profitability over a measurable period.

Product Innovation: Product innovation entails a fresh approach to a widespread customer issue. Any products might not even address the issue on the market, or other products currently do so differently. The invention and subsequent introduction of a good or service that is either new or an improved version of earlier goods or services are what product innovation implies (Wikipedia, 2020). This definition of innovation is broader than the generally accepted one because it covers creating new items considered inventive in this context.

According to Afuah (2003), innovation is utilizing new information to provide a new good or service that consumers desire. Herregodts (2014) proposed a multidisciplinary definition of innovation based on a thorough review of previous definitions. He stated that innovation is the multistage process by which organizations develop ideas into new or improved products, services, or processes to advance, compete, and differentiate themselves successfully in their marketplace. According to Danneels (2002), product innovation is the fusion of technological advancements and client competencies. Product innovation is frequently defined as the uniqueness and significance of new items that are timely brought to the market. A similar viewpoint that Riederer et al. (2005) advocated is that product innovation is focused on bringing new or significantly better products or services to market. Finally, product innovation was defined by Un *et al.* (2010) as the ongoing introduction of new and valuable products or fundamentally altered existing items. Different product innovation typologies may be found in the literature, primarily based on the novelty level.

Quality Service Delivery: Deming (2018) defines providing quality customer service as meeting their needs in a way that endures over time. Deming makes the same distinction by viewing quality as “delighting the customer,” creating a clear connection between the customer’s experience and quality as opposed to specification compliance. Even if governments ration some services and force others on citizens for the greater good, the challenge of satisfying the consumer should result in better treatment and perhaps even better results than merely meeting requirements. The service is significantly more likely to satisfy expectations at least, if not genuinely please if the users are actively involved in creating requirements.

To this aim, the degree to which an organization can manage and maintain a smooth working environment characterized by fewer customer/client complaints and prompt attendance to customers/clients’ queries and complaints serves as a measure of organizational performance in this work. To successfully thrive and complete its objective, every firm places a premium on offering clients high-quality services. The most significant value an organization will ever create is the customer’s happiness with the service and product delivery over time. Getting, retaining, and expanding a customer base is crucial for a business’s success. In order to attract, retain, and develop its customer base, a business must provide excellent and prompt service delivery. This will improve the organization’s performance. When a business, like an oil and gas company, receives fewer complaints and promptly attends to its consumers, it may brag about providing exceptional service.

Methodology

The study adopted the explanatory cross-sectional survey research design. The study population consisted of the selected forty (40) oil and gas firms in Rivers State, Nigeria. The choice of the above oil and gasfirms’ domicile in Rivers State as the study population was because of their visibility to the researcher. The purposive sampling technique, where the entire population of a study is picked, was adopted in this work since the entire was relevant to this study. Therefore, the study was a census study. The key respondents consisted of managers in the oil and gas firms that are privy to helpful data/information to the researcher. They included: Chief Operations Manager, Information Technology Manager, Marketing Manager, Financial Manager, and Quality Control Manager. Therefore, the sample size for this study was five (5) managers from each of the forty (40) oil and gas firms in Rivers State, which gave 200 managers (5*40) from the oil and gas firms.

To get primary data, a structured questionnaire entitled “Green Human Resource Management Practices and Organizational Performance Questionnaire” (GHRMPOPQ)” was designed on Four-point Likert scale with the following response options: Very Great Extent (4), Great Extent (3), Moderate Extent (2), and Low Extent (1). The instrument was validated by two expert management. The instrument's reliability was ascertained using Crombach Alpha, with the least coefficient up to 0.783. Out of 200 copies of the questionnaire distributed, 172 copies of the questionnaires were retrieved. The data obtained from the field were analyzed using Spearman’s Rank Order Correlation Coefficient and t-test with the aid of SPSS 22.0 (Statistical Package for Social Sciences).

Decision Rule: Using a level of significance of 0.05 (confidence interval of 95%), when a significant calculated value is less than 0.05, the null hypothesis is rejected; if otherwise, the null hypothesis is accepted.

Results/Findings

Ho_1: Green human resource management practices do not have any significant relationship with the profitability of Oil and Gas Firms in Rivers State.

Ho_2: Green human resource management practices do not have any significant relationship with product innovation of Oil and Gas Firms in Rivers State.

Ho_3: Green human resource management practices do not have any significant relationship with the quality service delivery of Oil and Gas Firms in Rivers State.

Table 1: Correlations between Green Human Resource Management Practices and Organizational Performance

			Green Human Resource Management Practices	Profitability	Product Innovation	Quality Service Delivery
Spearman's rho	Green Human Resource Management Practices	Correlation Coefficient	1.000	**0.774****	**0.783****	**0.817****
		Sig. (2-tailed)	.	.000	.000	.000
		N	172	172	172	172
	Profitability	Correlation Coefficient	**0.744****	1.000	0.792**	0.881**
		Sig. (2-tailed)	.000	.	.000	.000
		N	172	172	172	172
	Product Innovation	Correlation Coefficient	**0.783****	. 0.792**	1.000	0.711**
		Sig. (2-tailed)	.000	.000	.	.000
		N	172	172	172	172
	Quality Service Delivery	Correlation Coefficient	**0.817****	0.881**	0.711**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	172	172	172	172

****. Correlation is Significant at the 0.01 level (2-tailed).**
Source: SPSS data Output, 2022.

Column two of table 1 above shows an r-value of 0.744 at a significance level of 0.00, less than the chosen alpha level of 0.05 for the hypothesis relating green human resource management practices and profitability. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_1), which states that green human resource management practices do not have any significant relationship with the profitability of Oil and Gas Firms in Rivers State, was rejected. This implies that green human resource management practices have a significant positive relationship with the profitability of Oil and Gas Firms in Rivers State.

Column three of table 1 above shows r-value of 0.783 at a significance level of 0.00, which is less than the chosen alpha level of 0.05 for the hypothesis relating green human resource management practices and product innovation. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_2), which states that green human resource management practices do not have any significant relationship with product innovation of Oil and Gas Firms in Rivers State, was rejected. This implies that green human resource management practices have a very strong significant positive relationship with product innovation of Oil and Gas Firms in Rivers State.

Column four of table 1 above shows r-value of 0.817 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating green human resource management practices and quality service delivery. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_3) states that green human resource management practices do not have any significant relationship with quality service delivery of Oil and Gas Firms in Rivers State, was rejected. This implies that green human resource management practices have a solid significant positive relationship with quality service delivery of Oil and Gas Firms in Rivers State.

These results show that adopting green human resource management practices such as green recruitment, green training, and green reward improves the performance of organizations such as Oil and Gas Firms.

Summary of Findings

Based on the quantitative and qualitative analyses presented above, the following findings were evident:

1. Green human resource management practices have a significant positive relationship with the profitability of Oil and Gas Firms in Rivers State.
2. Green human resource management practices have a significant positive relationship with the product innovation of Oil and Gas Firms in Rivers State.
3. Green human resource management practices have a significant positive relationship with the quality service delivery of Oil and Gas Firms in Rivers State.

Discussion of Findings

The test of hypothesis one revealed that green human resource management practices have a solid significant positive relationship with the profitability of Oil and Gas Firms in Rivers State. This finding suggests that a green hiring technique, such as green hiring, significantly enhances product innovation, high-quality service delivery, and organizational profitability. According to Obaid and Alias (2015), putting a candidate through a green hiring process where they are both, directly and indirectly, taught how to protect and conserve the environment through an online application, a phone interview, and an online selection process to reduce any travel-related environmental impact will produce exceptional candidates who will be able to significantly reduce costs for their organization as they would be aware of how to do so. Sanyal (2017) further argued that hiring people with a green bent of mind makes it simple for businesses to hire professionals who are aware of sustainable procedures and are already familiar with fundamentals like recycling, conserving energy, and making the world more rational. This proactive step of instilling environmentally friendly behaviors in employees even before they are hired is a surefire approach to educating them about innovation and providing high-quality services. The reason is that developing methods for conducting interviews that rarely harm the natural environment requires an innovative mindset, and teaching employees how to preserve a quality environment through green recruitment is a way to demonstrate to them how to provide quality services.

The test of hypothesis two revealed that green human resource management practices have a solid significant positive relationship with the product innovation of Oil and Gas Firms in Rivers State. In another sense, this finding denotes that adopting green training by an organization is a sure way to enhance the organization's performance in terms of product innovation, quality service delivery, and profitability, amongst other things. To reduce the organisations' negative environmental impacts, it is beneficial to provide training to promote recycling and waste management, support flexible hours and telecommuting, and minimize long-distance business travel (Jackson *et al.*, 2017). To achieve environmental solid performance, it is also crucial to raise employee understanding of the environment through organizing seminars and workshops. Organizations must also provide environmental education that will cause managers and non-managerial staff to change their attitudes and behaviors (North, 2015).

Through the GHRM, staff members are more likely to develop their green competencies, share knowledge with peers, adopt eco-initiatives, and use creative solutions to tackle various environmental concerns. Employees of this caliber are likely to deliver goods and services with great innovation and attention to quality and a keen awareness of how to increase the company's profitability. Employers/organizations must immediately include green recruitment in their policies to develop workers who can maintain human-friendly environments. Green training may improve employees' environmental awareness, knowledge, and skills (Sammalisto & Brorson, 2008). Building a hazard-free atmosphere that can improve serving consumers and clients will likely be of great interest to employees who occasionally undergo intense training on environmental issues. As it helps to set green goals, incentives, and skills for employees, staff involvement in green projects will present opportunities for improving green management (Mousa & Uthman, 2020). Aykan (2017) asserts that green training enhances workers' environmental awareness, knowledge, and competencies.

The test of hypothesis three revealed that Green human resource management practices have a strong significant positive relationship with quality service delivery of Oil and Gas Firms in Rivers State. Looking at this finding from another angle, it shows that one of the most remarkable techniques that organizations can employ/adopt to trigger employees to contribute immensely to the performance of their organizations is the reward. This further means that when companies like oil and gas companies and other organizations reward their employees through incentives and promotions for performing remarkably well in green practices, employees are motivated to do even better, even as they enhance product innovation, high-quality service delivery, and profitability. When an employee performs exceptionally well in adopting and practicing green practices as resident in the organization, the organization will award that employee with motivation and encouragement packages. These packages will inspire that employee to perform better and inspire others to follow suit. The main goal of the rewards and compensation policy is to recruit, retain, and give the best employees the tools they need to learn new things, advance their knowledge, and help the business reach its goals (Teixeira *et al.,* 2012).

When workers are confident that their hard effort will be rewarded appropriately, they tend to work harder. According to Lazear and Shaw (2017), intrinsic incentives cause a person to act in their self-interest or desires without the influence of others or the promise of a reward. However, they also said that extrinsic incentives are driven by rewards, such as a salary raise for completing a specific goal, or by avoiding penalties, such as criticism or disciplinary action, resulting from inaction. Therefore, it makes much sense for a company, like an oil and gas company, to go all out in rewarding their employees who perform incredibly well in green human resource management techniques throughout the company. According to Ullah and Jahan (2017), delivering high-quality services inside an organization is best encouraged through reward system programs rather than mandated ones. This is accurate because offering prizes like incentives and promotions is one of the simplest methods to win over a worker's heart.

Conclusions

From the findings, the study concluded that timely adoption and usage of green human resource management practices, such as green recruitment, green training, and green reward, leads to a progressive change in organizational performance in Oil and Gas Firms and other organizations based on the findings and discussion of the findings. In order to conserve the Earth, find new employees, enforce greener working habits, and alter environmentally unfriendly behaviors, human resources must play a part in the quest for greener corporate practices. HR has a big chance to help the environmental cause and inspire individuals to support greener practices. Employees' green initiatives determine how well an organization performs in terms of the environment (Wehrmeyer, 2017). Therefore, promoting green activities through green HRM practices, from hiring to rewarding employees, can improve the organisation's environmental performance.

Recommendations

1. Organizations should ensure that they put green recruitment and selection practices in place to improve their performance and comply with statutory and ethical standards.
2. Through various statutory and regulatory organs, the government should formulate a framework that not only requires oil and gas firms and other organizations to comply with green human resource management practices but also make a strict follow-up to ensure that these practices are institutionalized.
3. The corporation should not focus on rewarding employees with intentions to make them more environmentally conscious. However, it could be used as compensation for work done so that rewards are given to any employee in the organization who performs well.
4. Human Resource Management should conduct capacity building in training form on environmental management for all employees and managers, which can improve employees' knowledge and skills in managing the environment.

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