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Green Employee Selection and Organizational Sustainability of Selected Oil and Gas Firms in Rivers State

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Abstract: *This study examined the relationship between Green employee selection and organizational sustainability of selected oil and gas firms in Rivers State. The cross sectional survey was adopted and a population of 219 managers and supervisors of 10 oil and gas firms in Rivers State was covered. A sample size of 140 respondents were drawn from the population and the simple random sampling technique was used. Data were collected using copies of questionnaire which was personally administered to respondents. Green employee selection was measured using environmental awareness and green skills while organizational sustainability was measured using environmental sustainability and economic sustainability. The data were analysed using Partial Least Squares – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4.0. The result of the analysis revealed that environmental awareness has a strong positive relationship with both environmental sustainability and economic sustainability. It was also observed that green skills do positively and significantly relate with environmental sustainability and economic sustainability. The study concluded that green employee selection in terms of environmental awareness and green skills are essential factors in enhancing the environmental sustainability and economic sustainability of oil and gas firms. It was recommended among others that oil and gas firms should implement regular environmental awareness training programs to ensure employees understand sustainability practices and their impact on environmental preservation.*

Keywords: Economic Sustainability, Environmental Awareness, Environmental Sustainability, Green Skills

1.0 Introduction

Nigerian organizations are working hard to get the most out of their operations and to keep on working no matter what the business environment might throw at them. They are making their operations so that the environment will be good for them to do business. To enhance firm performance and continuity, it is necessary to maintain organizational sustainability. Bhatia and Tuli (2018) supported this view, stating that sustainability helps organizations conduct their business in an environmentally friendly way and that the latter does not pose any risk to the environment's inhabitants. In Molla, Yusnidah and Ishak's (2019) view, sustainability is a moral concept that protects nature, diminishes resource exploitation, and redirects investments. Moreover, the sustainable practices of oil and gas companies will not only elevate their competitiveness but also enhance their image in the market. Additionally, as the need for sustainability in organizations continues to grow, companies are becoming more mindful of their environmental impact because investors are willing to put their money only in companies that care about sustainability.

According to Menéndez-Sánchez, et al. (2023), enhancing the sustainability of oil and gas companies will not only raise their operational efficiency but also help them to outperform the competitors in the future. Macchion (2018) supported this argument by contending that companies with high ratings in environmental, social, and governance practices are bound to reap the benefits of the market in both the medium and long runs. Sustainability practices are the means through which organizations try to keep their operations eco-friendly, socially responsible, and economically viable (Nagariya et al., 2021). The factor of sustainability in the workplace has led to the hiring of persons who are environmentally friendly being one of the main criteria for many companies. Thus, green employee selection is regarded as a necessity for the overall wellbeing of the company. In Smith's (2022) view, this technique involves an extensive investigation of the candidates, where not only their background knowledge and work experience but also their environmental outlook and ability to enhance the company's sustainability goals are taken into account. Over the years, many studies have been conducted on the topic of corporate sustainability. For example, Tencati and Perrini (2011) presented a paper on business ethics and corporate sustainability. The research done by Caldelli and Parmigiani (2004) was focused on the relationship between management information systems and corporate sustainability. Very little empirical research has been conducted on the relationship between green employee selection and the sustainability of oil and gas companies in Rivers State.

Statement of the Problem

The oil and gas companies in Rivers State are facing a major problem with their organizational sustainability getting worse and worse. The issue of sustainability has not only a negative impact on the companies' performance but also worsened the conflicts between the companies and the local communities. The inability of the companies to practice sustainability has very often led to poor performance. Most companies find it hard to cope with the fast-moving technology and suffer from innovation bilateral (Forbes Technology Council, 2023). The operation of many oil and gas companies is frequently harmful to people and nature. The

environmental pollution along with poor waste management which is often the main cause of pollution is one of the major challenges that the oil and gas industry is facing. However, it is important to point out that most of the oil and gas companies are mainly focused on investors' profits and are not concerned about the social sustainability of the communities they operate in. This unpleasant way of doing business has had a negative impact on their reputation. The oil and gas industry's activities have sometimes led to the deterioration of the environment and the creation of conflicts with the communities.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between green employee selection and organizational sustainability of oil and gas firms in Rivers State. The objectives are to;

i. Examine the relationship between environmental awareness and environmental sustainability of oil and gas firms in Rivers State.
ii. Determine the relationship between environmental awareness and economic sustainability of oil and gas firms in Rivers State.
iii. Investigate the relationship between green skills and environmental sustainability of oil and gas firms in Rivers State.
iv. Find out the relationship between green skills and economic sustainability of oil and gas firms in Rivers State.

Research Questions

The following research questions were formulated;

i. What is the relationship between environmental awareness and environmental sustainability of oil and gas firms in Rivers State?
ii. How does environmental awareness relate with economic sustainability of oil and gas firms in Rivers State?
iii. How does green skills relate with environmental sustainability of oil and gas firms in Rivers State?
iv. What is the relationship between green skills and economic sustainability of oil and gas firms in Rivers State?

Research Hypotheses

The following null hypotheses were tested;

Ho_1: There is no significant relationship between environmental awareness and environmental sustainability of oil and gas firms in Rivers State.

Ho_2: There is no significant relationship between environmental awareness and economic sustainability of oil and gas firms in Rivers State.

Ho_3: There is no significant relationship between green skills and environmental sustainability of oil and gas firms in Rivers State.

Ho_4: There is no significant relationship between green skills and economic sustainability of oil and gas firms in Rivers State.

2.0 Review of Related Literature

The resource base theory is the foundation of this research. According to the resource-based view (RBV) theory of Barney (1991), a company will be able to continuously maintain a competitive advantage only if it has access to rare, valued, and unique resources. Resource-based valuation (RBV) allows for firms to use a part of their resources for better long-term performance (Saqib & Rahid, 2013). The whole methodology stresses the role of company resources in determining its success. Theory explains how through managing to produce outcomes that cannot be duplicated a firm can keep its competition advantage forever. Information systems organizational networks (Lavie, 2006), management research, and later entrepreneurship research (Hooley & Greenley, 2005) are only a few areas where it has been applied. According to the resource-based perspective, entrepreneurial competencies and firm success are connected. Tehseen and Ramayah (2015) argue that management competencies are the connectedness of a manager's skills, knowledge, and relevant resources that can help him/her maintain the company's competitive edge over time. Well-skilled entrepreneurs can not only get the most out of the resources to generate economic gains but also discover and act upon market opportunities (Nabiswa & Mukwa, 2017). The organization's proper and effective use of both tangible and intangible resources will result in the firm's improved durability.

Conceptual Framework

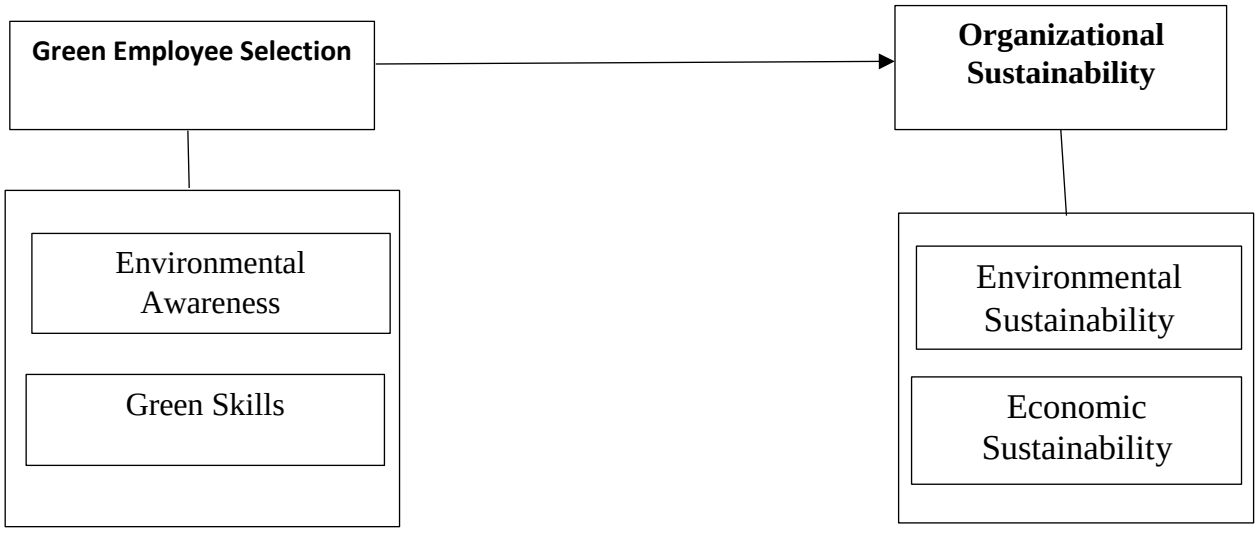

Figure 2.1: A conceptual framework of green employee selection and organizational sustainability
Source: The dimensions of green employee selection was adapted from Pham and Paillé (2020) while the measures of organizational sustainability were adapted from Akadiri and Olomolaiye (2012).

Green Employee Selection

Green employee selection has gained great importance, especially for businesses that want to comply with environmental regulations and show concern for the society (Pham and Paillé, 2020). It is the most critical part of Green Human Resource Management (GHRM) that stresses the hiring and selecting of the right candidates with the expertise, values, and skills that match the company's environmental goals (Guerci, Longoni & Luzzini, 2016). Consciously hiring with environmental standards included in the hiring process makes it possible for companies to recruit employees who are committed to the environment and the company's goals by being in the right place at the right time (Jabbour, 2011). Green employee selection is a method of hiring and selecting candidates based on the criteria of sustainable development, which include the areas of ecological conservation, ethical conduct, and financial effectiveness (Khattak & Khalid, 2022; Begum, Kavitha & Premkumar, 2023). According to the Human Resource Management Institute (HRMI), green employee selection is the process of recruiting staff whose methods, attitudes, and knowledge are in line with the organization's environmental management system (Human Resource Management Institute, 2024). Recruitment can thus play a role in supporting effective environmental leadership by ensuring that the new hires are attuned to the company's environmental culture, are aware of its environmental policies, and are committed to the company from the beginning of their employment, thereby facilitating the organization’s environmental values.

Environmental Awareness

Employees' environmental awareness is the main concern for ecosystem conditions and environmental challenges (Hastürk, 2021; Milfont and Duckitt 2010). The involvement of people in the protection of the environment, therefore, recognizes the significance of the issue and the dangers to the ecosystem (Kahyaoğlu, 2014). In attempt to support the planet, businesses are gradually implementing Green Human Resource Management (GHRM) methods that give preference to eco-friendly conduct in the selection of employees, among other things, due to the global focus on ecological issues. Environmental awareness means understanding and caring about environmental issues, and practicing environmentally friendly behavior on the personal level. Thus, companies are aware that the employees with high environmental awareness would be the ones to bring about the company's green policies, waste and energy saving, and they would be also the ones most active in the environmental affairs of the workplace (Ren et al., 2022). New studies say that workers who are environmentally conscious will most probably engage in green practices which make this quality very attractive when sourcing new employees. For instance, businesses resort to psychological testing and interviews to investigate the ecological beliefs and views of the candidates on the spot and make sure their chosen ones will be in line with the corporate sustainability objectives (Guerci et al., 2022). The alignment thus achieved is necessary for increasing sustainability efficiency and fostering an organization's green culture. The placing of ecological consciousness in the recruiting process is indicative of a proactive approach to sustainability where the business uses its people to achieve the environmental goals and improve its reputation (Tang et al., 2022).

Green Skills

A collection of abilities described as "green skills" allows workers to play an active role in and cope with the ongoing, gradual transformation of the workplace in relation to sustainability. The set of abilities to exist, produce, and support a less environmentally damaging human activities' society is referred to as "green skills." As per the definition by Arasinah et al. (2017), "green skills" encompass the technical skills, moral values or professional attitudes that are essential, and to the long-term sustainability of community projects, economy, and revenue in industry, business, and community. The ILO (2020) states that workers with green skills are more capable of supporting energy savings, reducing waste and ecological compliance in companies and achieving sustainability goals. This aspect of green skills hiring is an integration of sustainability into the corporate culture and day-to-day operation. Green skills like waste reduction, energy conservation, environmental awareness, and moral decision-making are getting more and more acknowledged across different industries and job positions. Jabbour et al. (2020) say that green HRM techniques - mainly in hiring and selection - create a workforce that can assist the environmental aims via operational methods and ingenuity. Companies that consider green skills do not only lessen their ecological impact but also create a positive attitude towards sustainability problems.

Organizational Sustainability

As per AlQershi et al. (2023), the idea of sustainable business considers social and environmental elements, aiming for a long-lasting impact with a concern for economic continuity. Kiranantawat & Ahmad (2022) describe this as the very concept of the triple bottom line of approach together with social equity, economic development, and environmental protection as the conjoint factors. As cited in Batool et al. (2023), sustainability in corporations means the ability to deliver ongoing value to stakeholders through the adoption of business strategies that respect and take into account societal, cultural, moral, ecological, and financial factors. Workplace sustainability is the application of sustainable development principles, including profitability, social equity, and ecological awareness, to the routine operations of organizations (Varsei et al., 2014). On the other hand, organizational sustainability is described as "the incorporation of business tactics and processes in the area of meeting the needs of the business and its stakeholders today while preserving, maintaining, and developing human and environmental resources that will be required in the future" (Deloitte and Touche, 1992). By the organizations' view, Elkington (2013) and Dyllick and Hockerts (2002) applied the "triple bottom line" (TBL) concept to highlight three rings of sustainability. These rings represent economic, environmental, and social sustainability, respectively, and encompass measures like profit, planet, and people (Engert et al., 2016). Businesses are striving to become sustainable by upgrading their goods and services, meeting customer needs and demands, and claiming profits while keeping social and ecological issues in mind (Barbier, 2007; Hunt, 2011). Social responsibility comprises charitable contributions, building social bonds, and aiding education; economic commitment implies making appropriate efforts to create worth and profit; and environmental commitment means utilizing natural resources in a responsible manner.

Environmental Sustainability

To Lam and Lai (2015), environmental sustainability might be seen as a combination of organizational capabilities or the general company's efficiency in reducing the overall carbon footprint of goods. Besides, the impact of the four major natural resources-air, water, soil, and minerals along with the energy resources-are being monitored (GRI, 2002). Gbenda (2012) considers environmental sustainability as a shield, management, and a resource that is the most efficient in supporting all life, preserving the strength of each ecological system, ensuring the survival of species, and preventing the destruction of the environment. Diri (2021) refers to environmental sustainability as a state that allows the human race to consume nature to satisfy its present needs without risking or losing the ability of the future generations to meet their needs in full. The aim of environmental sustainability is to save natural resources through the creation of various energy paths, the reduction of pollution, and the tackling of other negative factors that might deteriorate the quality of the environment.

Economic Sustainability

Economic sustainability is described as the process of maintaining the growth of the company's revenue without harming the nature and the people that live there (Xia et al., 2018). It is about the resource-efficient activities that produce the least harm and the best in the long run. Referring to Tsai et al. (2009), besides taking good returns from investments, economic sustainability also guarantees that an organization's activities are not socially or environmentally harmful in any way. Dyllick and Hockerts (2002) pointed out that an economically viable firm, in one way or another, always generates above-normal returns for its investors while being able to cover the liquidity with its cash flow. Proponents of this view, Reddy and Thomas (2015), deemed economic sustainability in the long run as a mirage and an unattainable goal if the nature's resources are extensively used and the forces driving the past growth are continuously overused. Economic sustainability is a production system that does not deplete the resources required by future generations while catering to the present generations (Basiago, 1999).

Empirical Review

Marumbu, et al. (2024) carried out a study to look into the influence of green recruitment practices on employee performance in public universities located in Western Kenya. The study followed a positivist view and explanatory research design. A sample size of 209 participants was selected from the target population of 438 top and middle management staff in 11 public universities in the region using Slovin's formula. The data was collected through a survey that was properly constructed, and various statistical methods

like multiple regression analysis and correlation were then applied to the data for analysis. One of the outcomes indicated that eco-friendly hiring practices were not given much priority in most colleges. Yet, they still used recyclables and email interaction with applicants during the hiring process to show their commitment to sustainability. The regression analysis showed that 8.4% of employee performance was positively influenced by green recruitment practices; the model was significant at p=0.05. The study concluded that universities have not yet completely adopted green recruitment strategies, although they have made some progress in this area. In addition, the existence of a statistically significant but low correlation factor between employee performance and green hiring practices is emphasized. Thus, the researcher recommended that public universities in Western Kenya not only develop but also create GHRM practices in recruitment, so as to help in the promotion of sustainability alongside boosting of performance.

Phillips and his colleagues in 2023 examined the relationship between green recruitment and selection and employees' creativeness in the case of the hospitality sector in southern Nigeria. They used a cross-sectional survey to collect data from 1866 hotel attendants working in 19 high-class hotels in southern Nigeria. As per the sample size determination table prepared by Krejcie and Morgan (1970), a sample size of 285 hotel employees was drawn out of the total population. Purposive sampling was used in this study. However, just 243 of the online survey and Google Forms questionnaires were completed properly and were utilized. The links between the bivariate variables, called path relationships, were scrutinized through structural equation modeling (SEM) in SPSS-AMOS version 23.0. Results from the bivariate analysis indicated a significant positive correlation between employee's creativity indicators and the practices of green hiring and selection. It was found that employee creativity has a strong relationship with the green hiring and selection practices. Investing in good green hiring practices and creating a positive green culture could start a positive feedback loop that will not only foster innovation but also help to achieve environmental goals despite the challenges.

Fapohunda, et al (2023) investigated the impact of green recruitment and selection practices on the sustainability of organizations in the case of selected manufacturing firms in Ogun State, Nigeria. The research was based on a descriptive design and the distribution of questionnaires for data collection. The study hypotheses were tested through the application of regression and correlation analysis on the data collected from 155 participants. This study demonstrated that the adoption of green hiring and selection practices is a strong contributor to the overall sustainability of organizations. Consequently, the researchers proposed that manufacturing firms should advocate and incorporate green recruitment and selection practices into their business strategy in order to become more sustainable, as these practices have a significant effect on organizational sustainability. Moreover, the study suggested that the management of manufacturing companies should make effort to find and hire workers who are environmentally conscious and possess green skills, thus eliminating environmental problems and creating a guarantee of an eco-friendly workplace.

Don-Baridam and Diri (2021) conducted a study that assessed the link between the use of eco-friendly methods in hiring and selecting employees and the sustainability of companies engaged in the oil and gas production in Rivers State. The cross-sectional survey design was employed for the study. Top management employees (150) of the ten oil and gas producing firms in Rivers State were the population of the study, and the sample size of 108 was chosen through the Krejcie and Morgan (1970) table. The data was collected using questionnaires. Moreover, the statistical package for social science (SPSS Version 22) was used to test the hypothesis and to analyze the relationship among the variables being studied by means of the Spearman Rank Order Correlation Coefficient technique. The findings of the study confirmed that a positive and significant relationship exists between the green recruitment/selection practices and corporate sustainability. The researcher suggested that the management and top executives of the oil and gas production firms should consider eco-friendly recruitment and selection to ensure that their hiring and selection processes are environmentally safe.

Akpobolokami (2023) performed a detailed analysis on the two concepts of green recruitment and selection and organizational agility in the context of multinational oil and gas companies in Nigeria. The research founded on a cross-sectional survey design and questionnaires were distributed to collect primary data. The study's population consisted of the five international (multinational) oil and gas producing firms in Nigeria that are recognized by the Department of Petroleum Resources. A census sampling technique was employed, hence all the five international (multinational) oil and gas companies in Nigeria were scrutinized. However, only 50 managers were selected as respondents for the data collection. The reliability of the instrument was determined by the Cronbach Alpha coefficient, and all the items scored above 0.70. The Spearman's Rank Order Correlation Statistics were used to test the hypotheses and partial correlation was used to examine the moderating effect of the views of green work. A significance level of 0.05 was set for the tests. The findings revealed a very strong link between organizational agility and recruitment and selection practices in Nigerian multinational oil and gas companies. Therefore, the study concluded that multinational oil and gas companies in Nigeria are able to attain organizational agility through the proper implementation of recruiting and selection practices which in turn enhances sensitivity, flexibility, and adaptive capacity. Consequently, the study suggested that the top management of the multinational oil and gas companies should establish a recruiting portal, ensure that environmentally-aware employees are hired, and that the company's promotional image matches its green standards.

3.0 Methodology

The cross-sectional survey was adopted in this study. The study covered 219 managers and supervisors of 10 oil and gas firms in Rivers State. A sample size of 140 respondents were drawn from the population using the Krejcie and Morgan (1970) table for sample size determination. The simple random sampling technique was utilized. Copies of questionnaire were used in gathering data from respondents. The predictor variable (green employee selection) was operationalized using environmental awareness and green skills. The criterion variable (organizational sustainability) was measured using environmental sustainability and economic sustainability. The items were rated on a 4-point likert scale Where 1 = Strongly disagree, 2 = Disagree, 3= Agree and 4 = Strongly agree. The data were analysed using Partial Least Squares – Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS 4.0. Figure 2 shows a path diagram that depicts the variables link.

Green Employee Selection = GES; Environmental Awareness = ENA; Green Skills = GRS; Organizational Sustainability = ORS; Environmental Sustainability = ENS; Economic Sustainability = ECS

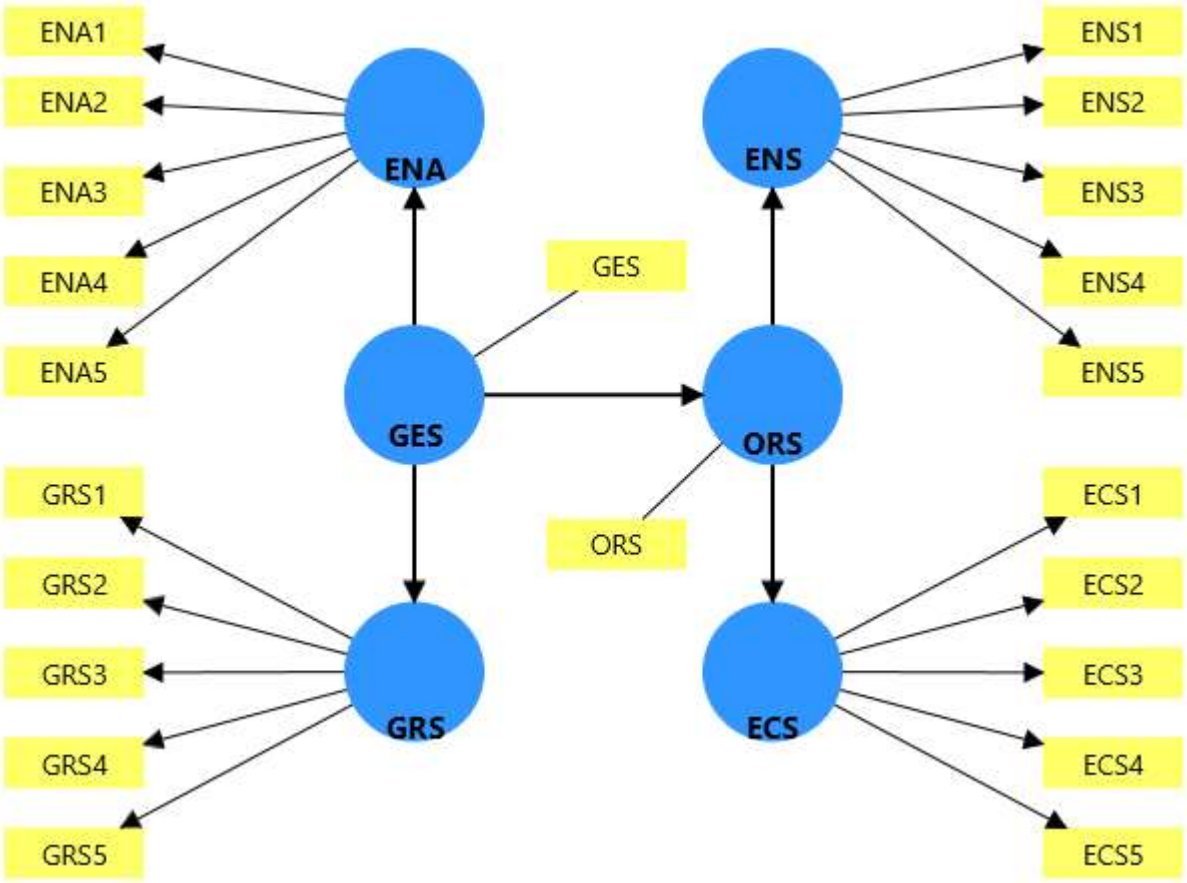

Figure 2: Research Model

Table 1: Validity Test

	AVE	ECS	ENA	ENS	GES
ECS	0.615	**0.784**			
ENA	0.544	0.351	**0.738**		
ENS	0.663	0.227	0.370	**0.814**	
GRS	0.740	0.210	0.235	0.303	**0.860**

The average variance extracted (AVE) of all the constructs are greater than 0.5 which signifies the presence of convergent validity. The diagonal values (in bold) are greater than the AVEs, thus confirming that each construct is distinct from any other one. Hence, the model endorsed discriminant validity for all the constructs.

Table 1: Reliability Test

	Cronbach's Alpha	Composite Reliability
ECS	0.834	0.871
ENA	0.770	0.800
ENS	0.871	0.880
GRS	0.912	0.917

The Cronbach's Alpha reliability and Composite reliability values for each of the constructs were greater than 0.7. Therefore, our constructs are reliable.

4.0 Result

The study utilized 125 out of the 140 distributed questionnaires, which were eventually returned. The hypotheses regarding the connection between ecological employee selection and corporate sustainability were examined with PLS-SEM. The 20 observable parameters were demonstrated by their individual items. The 20 observable qualities are traditionally associated with one of the four latent variables (environmental awareness, green skills, environmental sustainability, and economic sustainability). Path coefficients (β values) of .10 to 0.29, .30 to 49, and .50 to 1.0 represent weak, moderate, and strong correlations, respectively; p-values less than the 0.05 level of significance were accepted while those greater than 0.05 were rejected.

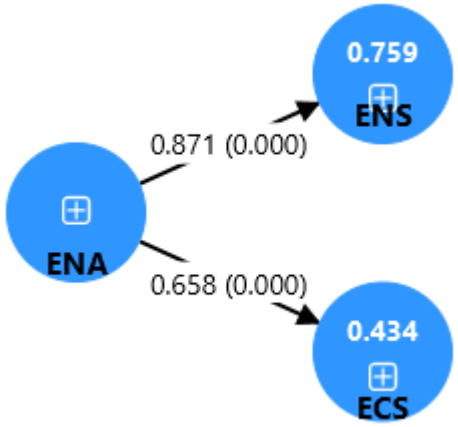

Figure 3: Hypotheses 1 and 2

The path relationship analysis for hypotheses one and two is presented in Figure 3.
Ho_1 (Environmental Awareness & Environmental Sustainability): The coefficient of 0.871 and p-value of 0.000 indicate a strong positive connection. Higher environmental awareness contributes to greater environmental sustainability, contradicting Ho_1. Hence, *there is a significant relationship between environmental awareness and environmental sustainability of oil and gas firms in Rivers State.*
Ho_2 (Environmental Awareness & Economic Sustainability): The coefficient of 0.658 and p-value of 0.000 demonstrate a statistically significant positive correlation. Environmental awareness enhances economic sustainability, disproving Ho_2. Hence, *there is a significant relationship between environmental awareness and customer's satisfaction of oil and gas firms in Rivers State.*

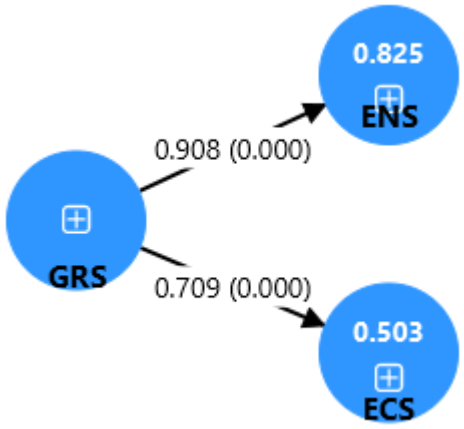

Figure 4: Hypotheses 3 and 4

The path relationship analysis for hypotheses three and four is presented in Figure 3.
Ho_3 (Green Skills & Environmental Sustainability): The coefficient of 0.871 and p-value of 0.000 indicate a strong, statistically significant positive correlation. This suggests that higher green skills enhance environmental sustainability, contradicting Ho_3. Hence, *there is a significant relationship between green skills and environmental sustainability of oil and gas firms in Rivers State.*

Ho_4 (Green Skills & Economic Sustainability): The coefficient of 0.658 and p-value of 0.000 show a significant positive link between green skills and economic sustainability. Green skills contribute to improved economic sustainability, disproving Ho_4. Hence, *there is a significant relationship between green skills and economic sustainability of oil and gas firms in Rivers State.*

5.0 Discussion of Findings

The analysis results indicate that environmental consciousness and green skills are important factors of both environmental and economic sustainability. According to the study, there is a very strong correlation between environmental awareness and sustainability in oil and gas companies in Rivers State. The companies that promote the idea of environmental consciousness in the best way are the same ones that apply sustainable practices; this results in better environmental responsibility. Awareness raised through activities enables companies to pollute less, save resources, and comply with the ever-strict environmental regulations thereby creating a more sustainable operating framework. Besides, there is a strong correlation between environmental awareness and economic sustainability. The firms that have made environmental consciousness part of their operations reap benefits in terms of finance through decreased environmental liabilities, improved corporate image, and better resource utilization. The enterprises that have made sustainability an integral part of their business strategy are often able to gain long-term financial stability and become competitive in their industry. The research shows that there is a direct connection between green skills and environmental sustainability. In fact, companies that invest in their employees by training them in sustainability measures are usually the ones that have eco-friendly initiatives in place successfully. Specialized personnel in environmental management are responsible for improved waste reduction, better energy consumption, and more environmentally friendly innovations which all together strengthen the firm's sustainability. The study reveals that eco-friendly skills promote economic sustainability. Companies that put money into personnel training with a sustainability focus are likely to enjoy more efficient operations and lower costs. Expert workers in environmental sustainability strategy support the industry in bettering processes, cutting wastes, and reaping benefits in the renewable energy sector which in turn raises the overall economic performance. This finding is in concordance with Fapohunda, Genty and Olanipekun (2023) that stated that green recruitment and selection practices are a means to enhance the sustainability of an organization. This finding also confirms Don-Baridam and Diri (2021) that green recruitment/selection has a significant positive correlation with the corporate sustainability of oil and gas-producing companies in Rivers State. Therefore, green employee selection is a significant factor in enhancing the firm’s sustainability.

6.0 Conclusion and Recommendations

The investigation aimed at finding the association between the selection of eco-friendly employees and the sustainability of the organization in three oil and gas firms in Rivers State. The study established that the selection of eco-friendly employees is a determinant of the organizational sustainability in the Rivers oil and gas sector. It is the greenest firms that hire environmental educated and sustainable skillful employees that become the hammer of society economically and socially through sustainability. The adoption of green hiring criteria in the recruitment process makes the companies stronger in their environmental commitment, bean counters' efficiency improvements, and maintenance of global sustainability standards. The findings showed that the

recruitment of green workers leads to the long-run sustainability of the organization, the regulatory compliance of the organization, and the competitiveness of the organization in the industry. In summary, green employee selection based on environmental consciousness and green skills is an important factor in enhancing the environmental and economic sustainability of oil and gas companies. Based on the findings and conclusion, the following recommendations were put forward:

i. Oil and gas firms should implement regular environmental awareness training programs to ensure employees understand sustainability practices and their impact on environmental preservation.
ii. Oil and gas firms should adopt environmentally sustainable business models that align with global sustainability standards, improving economic performance while reducing environmental risks.
iii. Oil and gas firms should integrate green skills development into employee training by providing certifications, workshops, and incentives for sustainable practices to enhance environmental sustainability.
iv. Oil and gas firms should invest in eco-friendly technologies and processes that leverage employees' green skills to optimize resource efficiency and drive economic sustainability.

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