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Green employees' relation practices and organisational sustainability of selected oil companies in South-South Nigeria

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ABSTRACT

This study examined the interlinkage between green employee relations practices and organizational sustainability of selected oil companies in South-South Nigeria. Anchored on human capital and resource-based theories, the research assessed the effect of green recruitment, green training, green performance appraisal, and green compensation on the sustainability of the Nigerian oil industry. The population comprised 1,318 employees across five selected oil companies in the oil-rich region of Nigeria, with a sample size of 307 determined through Taro Yamane's technique and the table of random numbers. The reliability and validity of the research instruments were confirmed. Data were analyzed using descriptive and inferential statistics, with multiple regressions deployed to test the hypotheses. Findings revealed significant positive relationships between: green recruitment and organizational sustainability ($\beta = 0.256$, $t = 7.540$); green training and organizational sustainability ($\beta = 0.115$, $t = 4.491$); green performance appraisal and organizational sustainability ($\beta = 0.662$, $t = 19.130$); and green compensation and organizational sustainability ($\beta = 0.096$, $t = 3.631$). The study emphasizes the strategic importance of institutionalizing green hiring, green training, green reward structures, and green appraisal systems as essential strategies to promote and enhance the long-term sustainability of oil companies in the South-South geopolitical zone of Nigeria.

Contribution/Originality: The study is one of the few that has emphasized the importance of greening key aspects of employees' relations practices and synthesizing them into the operational framework of Nigerian oil companies for organizational sustainability, thus opening new research avenues for expanding the frontiers of knowledge.

1. INTRODUCTION

In recent years, the concept of sustainability has gained prominence in the global business terrain, as organizations across various industries recognize the importance of aligning their operations with environmental dictates. Sustainability as a concept is rapidly gaining momentum worldwide, with a premium being placed on environmental sustainability as strategic signposts to ensure a safe haven for mankind and the environment (Bimo & Sulistyaningsih, 2024; Eromafuru & Igiagbe, 2025; Ullah, 2017). The concept of sustainability is multifaceted, thus attesting to its interdisciplinary, transdisciplinary, and transorganizational underpinning Laszlo and Goyal (2020). This shift in paradigm is well pronounced in the Nigerian oil industry due to its substantial environmental intensity, where efforts to minimize ecological damage and enhance an eco-friendly climate have become imperative for

regulatory compliance and corporate reputation. As stakeholders increasingly demand responsible environmental practices, the Nigerian oil firms have to contend with the challenges of implementing effective sustainability measures that can reduce negative environmental effects while securing long-term business viability. In response, organizations are exploring green employee relations (*GERL*) as strategic inroads to legitimizing their very existence and achieving sustainability within their operational domains (Eromafuru & Igiagbe, 2025).

There is no denying the fact that business firms today continue to be engulfed in a myriad of challenges that pressure them to adapt to pressing environmental demands, including meeting renewed stakeholders and clients' expectations (Ababneh, 2021; Faeni, Puspitaningtyas Faeni, Alden Riyadh, & Yuliansyah, 2023). In order to improve organizational and individual performance, environmentally responsible business practices have become necessary norms rather than exceptions. It is believed that prominent policies regarding reward systems, training and personnel development, employee relations, assessment management and performance, and hiring can effectively align human resource *(HR)* strategies and programs with the organization's environmentally policy-driven measures (Garsaa & Paulet, 2022). Green employee relations (*GERL*) represent an organizational commitment to integrate environmentally conscious practices into human resource management. This approach encompasses policies and initiatives in areas such as green recruitment (*gr*), green training (*gt*), green performance appraisal (*gpa*), and green compensation (*gc*). By fostering an eco-friendly mindset among employees (*GERL*), organizations can build a workforce that actively contributes to the achievement of sustainability goals of modern-day innovative-driven organizations (Jamil, Zaman, Kayikci, & Khan, 2023).

Collectively, (*GERL*) aims to create a culture that values sustainability, enhancing the organization's capacity to respond to environmental threats and improving its social responsibility standing. Business activities have gone past the traditional era of just mere economic gains; hence, commitment towards sustainability and effective management of the environment where production-related activities take place requires a dual responsibility of both management and employees working as partners towards environmental enhancement (Eromafuru & Obaro, 2022; Yong, Yusliza, Ramayah, & Fawehinmi, 2019). Consequently, managing today's business environment requires the collective responsibility of all stakeholders, including management, employees, and practitioners, based on the premise that strategically implementing environmentally friendly programmes can help to re-position organizations to earn a competitive advantage (Ambec & Lanoie, 2021).

Yang and Li (2023) have conceived (*GERL*) as a philosophy that involves employee contributions in the organization's green decisions, functions, and processes. It represents the procedure for involving and ensuring employees' participation in green-related initiatives by amplifying their capabilities as a way of integrating them into the consciousness of the green culture (Ullah, 2017). Sarkis, Gonzalez-Torre, and Adenso-Diaz (2010) posited that employee involvement improves an environmentally friendly climate through increased resource efficiency and waste reduction in the organization. They went further to stress that by imbibing the culture of effective employee engagement in green concerns, it will result in green innovativeness and shared commitment (Atiku & Fapohunda, 2020; Yang & Li, 2023). There is a need to manage the organization's social, environmental, and economic well-being to drive a sustainable work culture (Nathan, 2018). Sustainability practices need to be incorporated in every facet of the organization and its strategic management process, with a critical focus on green hiring and green performance management as the dominant factors in raising employees' awareness towards sustainability and improving the human capital management process (Yong et al., 2019). A few studies were conducted to analyze the implementation of green employee relations *(GERL)* practices in the service sector of developing countries (Aisha & Rice, 2024). In effect, literature that extended *(GERL) practices* to the sustainability of oil companies in South-South Nigeria is either non-existent or may have addressed the subject from a different geographical and contextual axis. By understanding how each of these elements influences sustainability outcomes, this research aims to provide insights that can guide oil firms in developing effective green employee relations strategies that align with their sustainability ambitions.

Through this study, it is expected that evidence will emerge on how green employee relations can contribute to a more sustainable, resilient, and socially responsible oil industry in Nigeria's South-South region.

1.1. Research Hypotheses

The following research hypotheses were tested

H_{01}: Green recruitment has no significant effect on the organizational sustainability of selected oil firms in South-South Nigeria.

H_{02}: Green training does not significantly impact the organizational sustainability of selected oil firms in South-South Nigeria.

H_{03}: Green performance appraisal does not significantly influence the organizational sustainability of selected oil firms in South-South Nigeria.

H_{04}: Green compensation has no significant effect on the organizational sustainability of selected oil firms in South-South Nigeria.

2. LITERATURE REVIEW

2.1. Green Employee Relations

Green Employee Relations refer to the integration of environmentally sustainable practices into organization-employee relations in a manner that is both socially and morally beneficial to both entities. It involves promoting eco-friendly behaviors, policies, and initiatives within the workplace in alignment with the organization's environmental goals. Eromafuru and Obaro (2022) have posited that (*GERL)* is committed to creating a workplace culture where employees are ambitiously encouraged and supported in contributing to the organization's sustainability objectives in such core activities as reducing waste, conserving energy, promoting green commuting options, offering environmental training programs, and encouraging employees to participate in workplace sustainability initiatives. The overall goal is to enhance employee engagement while simultaneously advancing the organization's commitment to employee-management sensitive environmental concerns. The trending challenge around the globe is achieving a balance between sustainable development and economic growth and progress. The increase in population and the need for a sustainable future require efforts to preserve the resources and environment (Goi, 2017). There is a need to adopt practices that promote sustainability and help preserve resources for future generations (Klingenberg & Kochanowski, 2015). The corollary of green employee relations is green human resource management – a popular concept that has attracted many people across the globe (Amrutha & Geetha, 2020).

Effective environmental management has occupied a central place in management literature and global discourse. Damage caused by pollution, several harmful pollutants, and industrial waste has significantly contributed to the deterioration and depletion of valuable natural resources (Vats, 2020). Consequently, there is an increasing need to preserve and improve the environment for current and future generations (Singh, Del Giudice, Chierici, & Graziano, 2020). To achieve economic development without causing significant damage to our ecological system, organizations must implement environmental conservation management practices to enhance organizational competitiveness (D'Alessandro, Cieplinski, Distefano, & Dittmer, 2020). GHRM is a powerful force in creating a workforce that makes, appreciates, and understands the green culture of the organization (Ali, Islam, Chung, Zayed, & Afrin, 2020). The process of human resources needs to be aligned with sustainability and the natural environment to human capital development and sustainable growth.

Green initiatives are to be incorporated into all human resources activities, such as hiring, training, and compensation to create a sustainable culture within organizations (Chang & Hung, 2021). The development of a green culture and its integration into the internal culture of an organization help in entrenching specific values within that organization (Sharma, 2020). Green practices help an organization in reaping more profits and leading it to greater financial savings. When followed, green practices benefit the natural system and provide the employees with a productive workplace in a socially sustainable way. Green initiatives refer to the commitment and involvement of

every employee within the organization to contribute to the organization's sustainability: it is the use of green practices to resolve the concerns of people management and policies in attaining a broader corporate schedule of the environment (Suharti & Sugiarto, 2020; Sulich, 2020). GHRM is one of the essential factors in analyzing the sustainability of organizations. Maintaining the sustainability of the world's ecosystem in this era of an ever-changing environment with continuous services for human beings is the primary focus of managers today (Wu et al., 2020). Firms today are becoming more aware of their social, ethical, and ecological perspectives; they are promoting sustainability and sustainable goals (Chams & García-Blandón, 2019).

Green-oriented HR initiatives can be seen as an organizational mechanism to ensure that employees behave in a "green" way by implementing more sustainable programs, especially by creating "green employees" who can assess environmental issues in the organization's activities and improve them (Darvishmotevali & Altinay, 2022; Parida, Ananthram, Chan, & Brown, 2021).

In addition, environmental education training will also enable employees to conscientiously participate in green organizational processes, become more involved in environmental management, and create a green organizational culture. By implementing *GERL* practices, Nigerian oil companies can significantly decrease their environmental footprint and carbon emissions (Siyambalapitiya, Zhang, & Liu, 2018). These practices, in addition to being related to companies' environmental strategies, along with organizational goals of a sustainable nature, will reflect their environmental mindset (Dragomir, 2020).

It is expected that by investing in addressing and promoting environmental concerns through the implementation of *GERL* practices, organizations will promote a positive self-image. Green employee relations practices can be expected to affect green behaviors, as recruiting employees with environmental awareness and sensitivity, involving them in the implementation of green initiatives, and providing green training, for example, are likely to improve employees' knowledge, skills, and environmental awareness, making them more psychologically available to engage in green behaviors (Gill, Ahmad, & Kazmi, 2021). The effectiveness of *GERL* practices in achieving desired behaviors in the workplace depends on employees' understanding of the need and urgency to adopt such practices (Dumont, Shen, & Deng, 2017).

In fact, *GERL* practices are significant in developing employees' environmental values and improving their green behaviors, promoting the need to generate responses to sustainability issues in organizations' HRM systems and making it necessary to allocate resources that encourage these systems in companies, consequently promoting greener, environmentally friendly behaviors (Chaudhary, 2020). Shen, Dumont, and Deng (2016) contended that adopting *GERL* practices provides employees with opportunities to participate and engage in green activities. Moreover, the adoption of strategic *GERL* policies in organizations to stimulate the development of environmental values among employees can contribute to better business performance and determine a competitive advantage for organizations in the tourism market (Kim, Kim, Choi, & Phetvaroon, 2019).

2.2. Green Recruitment

Green recruitment (*GR*) aims to build a workforce that actively supports the company's commitment to sustainability. Green hiring, often called *GR*, involves hiring employees with the necessary skills, knowledge, approach, and behaviors to identify environmental management systems (Yong et al., 2019). Nowadays, many organizations have understood the need for green hiring, which also builds branding. Green hiring is considered one of the essential dimensions in (*GERL*) that enables the organization to attract a pool of environmentally responsible candidates by focusing on environmental knowledge and motivation. Moreover, it has led to the creation of a green workforce that successfully and effectively contributes to the ecological practices of the organization (Danilwan, Isnaini, Pratama, & Dirhamsyah, 2020). Green recruitment, in effect, is the application of environmental management in the human resource management function of the organization to improve its efficiency and lead to better environmental performance (Masri & Jaaron, 2017).

2.3. Green Training

Most employees tend to resist new green policies and practices implemented, as it hinders their ability to use their knowledge and stick to the additional duties under the process (Longoni, Luzzini, & Guerci, 2018). However, green training (*gt*) assists in improving the performance of the organization; helps the organization enhance the competencies of the employees in the green cause; and makes the employees satisfied with their jobs (Abro, 2023; Bag, 2019). The involvement of employees in green activities is an important factor in the green hiring process. Employees hired based on their skills and knowledge about environmental aspects will help the organization achieve environmental sustainability and foster individual performance. Moreover, *gt* also enhances the green creativity of employees (Pinzone, Guerci, Lettieri, & Huisingh, 2019). Green training educates employees about the importance of environmental management, helps them conserve energy, reduce waste, diffuse awareness about the environment in the organization, and engage employees in ecological problem-solving (Pinzone et al., 2019).

2.4. Green Performance Appraisal

Green performance appraisal *(GPA)* measures how well employees meet sustainability-related goals and adhere to eco-friendly practices, thus reinforcing a commitment to organizational sustainability (Ardiza, Nawangsari, & Sutawidjaya, 2021). In implementing work evaluation, the company strives to minimize all forms of errors in determining results with the aim of controlling and fostering the company's progress toward a green environment (Saeed et al., 2019). Evaluation can be implemented digitally to make it easier for employees to access and understand the results of their work. Good changes will create satisfaction for employees, which ultimately has a positive effect on performance (Saputro & Nawangsari, 2021). There are strong indications that green appraisal has a simultaneous influence on employees' green job satisfaction, leading to sustainable performance (Novieto, Kulor, Apprey, & Ayeke, 2023; Runturambi, Pio, & Sambul, 2022). Green human resource strategies play a vital role in achieving social performance, just as the "G green movement" has created green jobs within organizations (Rehman, Seth, & Shrivastava, 2016; VanWynsberghe, 2016). Currently, firms have started linking performance management and appraisal systems with sustainable goals. Ultimately, achieving these sustainable goals tends to improve and enhance the social performance of the firm (Lu, Liu, Chen, Long, & Yue, 2017).

2.5. Green Compensation

Just like green hiring and green performance management, green compensation *(gc)* has played a vital role in greening healthcare centers and transforming the traditional sector towards a sustainable one (Godbole & Lamb, 2018). Green compensation and rewards are a strategic initiative that aims to compensate and reward employees, both financially and non-financially, for exhibiting green behaviors in the workplace (Runturambi et al., 2022; Saputra & Renata, 2023). Faisal (2023) proposes that the reward system must be aligned with the organizational environmental goals. Green compensation and reward must seek to improve environmental performance, create green employees, and enhance pro-environmental behavior among employees. Hussain (2018). It has been submitted that green compensation and rewards are effective methods that organizations can use to influence employees' behaviors towards green practices in the workplace. Hmeedat and Albdareen (2022) advocate that financial compensation and rewards should be given to employees who show great initiative and exhibit pro-environmental behavior in the workplace to encourage workplace environmental conservation.

2.6. Organizational Sustainability

Organizational sustainability (OS) involves implementing practices that balance economic, environmental, and social responsibilities, ensuring the long-term viability and positive impact of the organization on its surroundings (Zaman & Kusi-Sarpong, 2024). Three pillars, "social, economic, and environmental," make up the triple bottom line philosophy of a sustainability component. Economic sustainability encompasses the analysis and reduction of

company costs, the expansion of market share, returns on investments, and the improvement of revenue and earnings compared to economic performance targets. It frequently ranks as an organization's top priority (Pan, Sinha, & Chen, 2021). The conservation of natural resources is crucial to achieving environmental sustainability, including businesses' impact on the environment, for sustainable economic development and intergenerational equality. According to Yong et al. (2020), social sustainability is a corporate strategy that supports equality in opportunity, distribution, and finding solutions to problems related to poverty, income inequality, and health and education. These ideas have significantly altered how firms conduct their operations and have substantially impacted firms' performance (He & Harris, 2020).

Sustainable growth encompasses a business framework that prioritizes value creation through the sustained upkeep and enhancement of economic, ecological, and social capital (Zhang, Pan, Jiang, & Feng, 2020). Organizations that exhibit higher levels of green sustainable practices experience better stability and achieve superior rates of return, unlike firms with lower sustainability levels. The rationales behind this phenomenon are the allure of superior human capital, additional perks extended to employees, and the impetus to foster innovation in production and processes to maintain competitiveness (Haar, O'Kane, & Daellenbach, 2022). The management of reputation is a crucial organizational asset that requires proactive measures due to its impact on external stakeholders' investment decisions, product selection, and employment opportunities (Gangi, Daniele, & Varrone, 2020). Integrating sustainability practices within businesses has enabled numerous organizations to implement a global strategy that expands their operations across various regions worldwide. Companies prioritizing sustainability have surpassed their rivals in market share and financial performance.

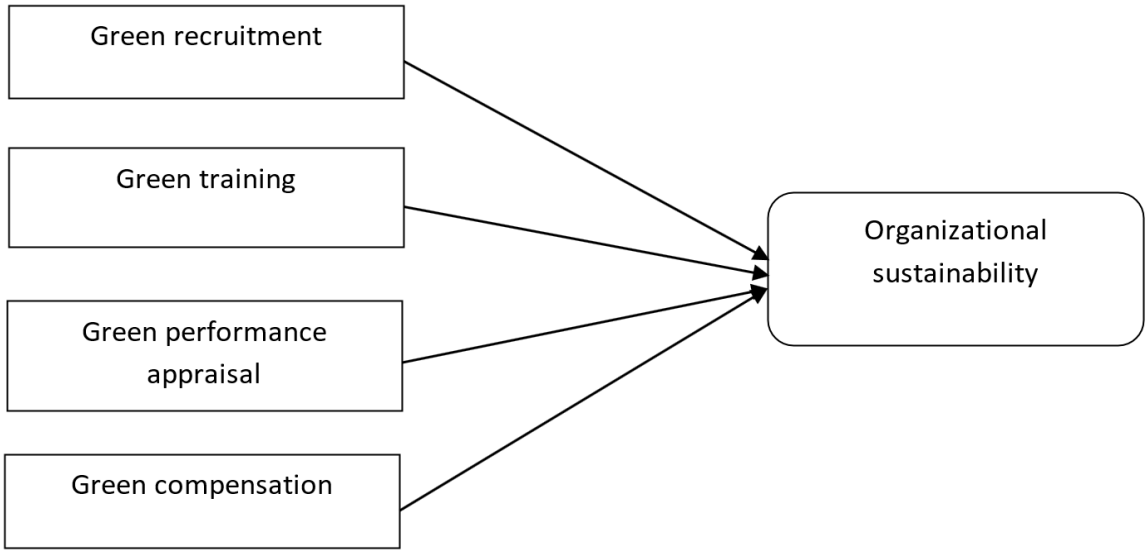

Figure 1. Conceptual Model for the study variables.

The table in Figure 1 depicts the conceptual model of the key variables in the study and illustrates the relationship between individual constructs of green employees' relations practices and organizational sustainability.

2.7. Theoretical Review

This study is anchored on the Human Capital Theory and the Resource-Based View (RBV) theory.

2.7.1. Human Capital Theory

The Human Capital Theory, developed by Becker (1993) posits that investing in employee training and development leads to increased productivity and organizational performance, thus emphasizing the importance of human capital as a critical resource for organizational success. In the context of GHRM, investing in green training

and development enhances employees' knowledge, skills, and abilities related to environmental sustainability, leading to improved environmental and organizational performance (Yong et al., 2019). The Human Capital Theory posits that individuals' skills, knowledge, and experience are valuable assets that can enhance an organization's productivity and overall performance. This theory suggests that investment in people, through education, training, and development, improves their capabilities and contributes to economic growth. In the context of organizational sustainability, Human Capital Theory implies that developing employees' eco-friendly skills and knowledge through green training and recruitment practices can positively impact a company's sustainability goals. By treating employees as valuable assets capable of driving sustainable practices, organizations can build a workforce that actively supports environmental and social objectives.

Applying Human Capital Theory to this study emphasizes the importance of green employee relations in fostering organizational sustainability within oil firms. By recruiting environmentally conscious individuals, providing green training, and incorporating eco-friendly performance appraisals and compensation, these firms are investing in their human capital to cultivate a workforce aligned with sustainable practices. This investment not only benefits the organization by meeting regulatory and societal expectations for sustainability but also builds a culture where employees feel empowered to contribute to long-term environmental objectives. Consequently, Human Capital Theory provides a theoretical basis for understanding how green HR practices can develop a workforce that contributes to both the firm's sustainability goals and its resilience in an increasingly eco-conscious market.

2.7.2. Resource-Based View (RBV) Theory

The RBV theory, proposed by Barney (2001) suggests that an organization's competitive advantage stems from its unique bundle of resources and capabilities. The theory underscores the importance of developing and leveraging internal resources, including human capital, to achieve superior performance. Green training and development practices can be viewed as a valuable, rare, inimitable, and non-substitutable (VRIN) resource that can contribute to an organization's sustainable competitive advantage (Yong et al., 2019). Raduan, Jegak, Haslinda, and Alimin (2009) the firm was firm in asserting that RBV theory "is a strategic management approach that stresses a firm's internal resources and capabilities as the roots of the organization's competitive advantage." The RBV theory posits that a company's different resources and capabilities, including valuable assets, intellectual property, knowledge, and organizational culture, can significantly contribute to long-term success and maintaining a competitive edge. The RBV theory can be employed to understand how an organization's environmental sustainability initiatives and practices can serve as valuable resources that attract and retain skilled individuals in GR (Malik et al., 2020). By incorporating sustainable practices into its fundamental operations, an entity can distinguish itself from rivals and bolster its image as a socially and environmentally conscious employer. Adopting green practices and initiatives can be a valuable resource that enhances an organization's competitive advantage and sustainability from the RBV perspective. By aligning GR with the RBV theory, organizations can effectively utilize their environmental sustainability initiatives as valuable resources to attract and retain high-performing employees. This, in turn, can significantly enhance their competitive advantage in the market and facilitate the integration of sustainable practices within the organization.

2.8. Empirical Review

Saputra, Widarta, and Iswiyanto (2024) analyzed the effects of green training, green rewards, and green recruitment on organizational citizenship behavior among environmental employees at the Gembira Loka Zoo conservation agency in Yogyakarta, Indonesia. This research is interesting because of the innovative research conducted in the conservation sector on employees who are environmentally conscious. This study uses inferential statistics. Field and library methods, literature reviews, and questionnaires were used to gather information. This study used a saturated sample method with a quota sampling technique on 147 employees of the Gembira Loka Zoo

conservation agency with Variance-Based Structural Equation Modeling analysis. Finally, the collected data were analyzed using Smart PLS version 4 software. The results of the study show that green training has no effect on organizational citizenship behavior for the environment, but green rewards and green recruitment have a positive and significant effect on organizational citizenship behavior for the environment, and green recruitment has a positive and significant effect on organizational citizenship behavior for the environment.

Saputri, Saputra, and Susanto (2024) analyzed the impact of green compensation, green appraisal, and green satisfaction on employee performance in development companies in Indonesia. This research was conducted using a quantitative approach with a population of 8,769,798 employees working in Indonesian construction companies, using the Slovin formula to obtain a sample of 204 respondents. The sampling method in this research is non-probability by means of the Quota Sampling technique. The analysis technique uses a questionnaire in the form of a Google form, which is distributed randomly to construction companies, and data testing uses an analysis tool in the form of PLS SEM. The research results prove that (1) green compensation has no effect on employee performance in construction companies, (2) green compensation has a positive and significant effect on green satisfaction in construction companies, (3) green appraisal has a positive and significant effect on green satisfaction in construction companies, (4) green appraisal has a positive and significant effect on employee performance in construction companies, (5) green satisfaction has a positive and significant effect on employee performance in construction companies in Indonesia.

Raffar (2024) studied the impact of green training on competency development in Chiali Company. A sample of 85 individuals was selected and distributed across various professional categories. Data from 79 individuals were analyzed using SmartPLS3. The results indicated a positive impact of training needs assessment on competency development. Additionally, the study found positive effects of training design, training effectiveness, and training evaluation on competency development within Chiali Company.

Puspitaningtyas (2024) studied green practices and employees' performance in Indonesia, the mediating roles of green human resources management policies, and knowledge development. Data from 1130 respondents were analyzed using Smart PLS modeling. The objectives of the study are to assess the impact of green human resources management, policies, and knowledge development on the environmental performance of employees of a public transportation company, with findings affirming the relationships. Employees in the public transportation industry can use the study's results to their advantage by developing plans to increase their sense of belonging to the company and their impact on the environment.

Marumbu, Egessa, and Simiyu (2024) examined the effect of green recruitment practices on employee performance in public universities in Western Kenya. The research employed a positivist philosophy and an explanatory research design. The target population consisted of 438 employees in top and middle-level management from 11 public universities in the region, out of which a sample size of 209 respondents was selected using Slovin's formula. Data was collected using a structured questionnaire and analyzed using inferential statistics, including correlation and multiple regression analysis. Regression analysis revealed that green recruitment practices account for 8.4% of the change in employee performance, with the model being statistically significant at p=0.05. The study concludes that while universities have made some progress towards sustainability in their recruitment processes, they have not fully adopted green recruitment practices. The relationship between green recruitment practices and employee performance, although statistically significant, is weak.

Gitongu, Chepkilot, and Kiprop (2023) examined the influence of the green recruitment process on organizational performance in five-star rated hotels in Kenya. The study population comprised twenty-three (23) five-star rated hotels in Kenya. The unit of observation was hotel employees, as well as hotel human resource managers and general managers. Thus, the target population included 4,787 hotel employees and hotel managers. Stratified random sampling was used to select a sample size of 370. Structured questionnaires and an in-depth interview guide were employed to collect primary data. The questionnaires were administered to hotel employees, and in-depth interviews were conducted with hotel managers in the respective hotels. Qualitative data collected through the interview guide

were analyzed using thematic content analysis, while quantitative data analyses involved descriptive statistics and inferential statistics using SPSS. The findings revealed that green recruitment processes significantly affected the organizational performance of the hotels.

Han, Kok, and McClelland (2023) examined the impact of green training on employee turnover intention and customer satisfaction. The study examined the impact of green training on green experience, employee satisfaction, turnover intention, and customer satisfaction implications for Green HRM effectiveness in the hospitality sector. A quantitative method was utilized to test a path model (PLS-SEM). Two sets of questionnaires (for employee and customer sides) were developed for the hospitality sector to measure the causations between green training, employee turnover, and customer satisfaction. The findings suggest that green training creates green experience, which in turn influences both employee and customer satisfaction. However, it was found that employee satisfaction did not affect turnover intention and customer satisfaction subsequently.

Fapohunda, Genty, and Olanipekun (2022) examined the effect of green recruitment and selection practices on organizational sustainability among selected manufacturing firms in Ogun State, Nigeria. The study adopted a descriptive design in which questionnaires were administered for data collection. Data was collected from 155 respondents, and the hypotheses for the study were tested with regression and correlation analysis. Findings from the study illuminated that green recruitment and selection practices significantly affect organizational sustainability. The study concluded that since green recruitment and selection practices significantly influence organizational sustainability, manufacturing firms must uphold and incorporate these practices into their corporate agenda to promote their sustainability.

Omune and Nyangau (2021) studied the effect of green human resource management practices on employee work performance in selected public universities in South Rift, Kenya. A descriptive research design was adopted, involving data collection from four selected public universities whose main campuses are located in the South Rift, Kenya. The study's target population was 116, with a sample size of 90 respondents categorized as top management and teaching staff from the four selected public universities in South Rift, Kenya. Stratified random sampling was used to select individual subjects randomly. Primary data was collected using questionnaires and an interview schedule. A pilot study was conducted to determine the reliability of the instrument, while validity was tested through discussions with supervisors and experts. Data collected was analyzed quantitatively, employing both descriptive and inferential statistics. A regression model was used to determine the relationship between the independent variables and the dependent variable, as explained in the model. The study found that green recruitment and selection, green training and development, green compensation and reward, and green employee relations had a significant effect on employee performance in the four selected public universities in South Rift, Kenya.

Saputro and Nawangsari (2021) analyzed the effect of green human resource management on employee performance through organizational citizenship behavior for the environment (OCBE). This type of research uses a survey method with a quantitative approach. The study was conducted at PT Andalan Bakti Niaga. Sampling employed non-probability techniques with a sample size of 80 people. Data analysis utilized Structural Equation Modeling (SEM) with Partial Least Squares (PLS) software version 3.2.7. The results obtained in this study are as follows: 1) Green recruitment, green training, green compensation, and rewards have a positive and significant effect on OCBE; 2) Green performance appraisal has no significant effect on OCBE; 3) Green training and green performance appraisal have a positive and significant effect on employee performance; 4) Green recruitment and green compensation and rewards have a negative and significant effect on employee performance; 5) OCBE has a positive and significant effect on employee performance; 6) Green recruitment, green training, green compensation, and rewards have a significant effect on employee performance through OCBE; 7) Green performance appraisal has no significant effect on employee performance through OCBE; 8) Green human resource management has a significant effect on OCBE; 9) Green human resource management has a significant effect on employee performance.

Martins et al. (2021) assessed the impact of green human resource management practice, i.e., green hiring, on the sustainable performance of public and private healthcare organizations in Portugal. A quantitative research approach was used for data collection. A scale survey of 160 responses was gathered from public and private healthcare organizations. Partial least squares–structural equation modeling was used for data analysis. The study results suggest that green recruitment has a positive and significant impact on environmental performance, economic performance, and social performance. Path coefficient tests also revealed that green performance management and compensation significantly mediate the relationship between green hiring and the sustainable performance of public and private healthcare organizations. This study is helpful for organizations in adapting GHRM practices that will benefit the organizations in all ways. This study also provides a better understanding to policymakers on how to promote GHRM practices and increase sustainability in organizations.

Kumar, Anbu, and Saranya (2022) studied the impact of green HRM practices on organizational sustainability from the employee perspective with special reference to the automotive industries in Chennai, Greece. The descriptive research methodology is used for the study. The purposive sampling technique was adopted for the study. The sampling size taken for the study is 209. The online questionnaire was used to collect primary data. The secondary data were collected from journal articles, business magazines, web content, industry reports, and government reports. The statistical techniques used for the study are regression analysis, correlation analysis, percentage analysis, and SEM analysis. The findings reveal that green human resource management practices, namely green HR planning, green job design and analysis, green recruitment and selection, green employee relations, and green training, significantly impact the organizational sustainability of automotive industries in Chennai. The study helps HRM policymakers to design effective HRM policies and procedures.

Akpobolokami (2022) examined the relationship between green performance management and organizational agility of multinational oil and gas companies in Nigeria was examined. The study adopted a cross-sectional research survey design. Primary data was generated through a structured questionnaire. The population of the study consisted of the five multinational oil and gas producing companies in Nigeria registered with the Department of Petroleum Resources. A census sampling method was employed; therefore, all multinational oil and gas producing companies in Nigeria were included. For data collection purposes, 50 managers served as respondents. The reliability of the instrument was confirmed using the Cronbach's Alpha coefficient, with all items scoring above 0.70. Hypotheses were tested using Spearman's Rank Order Correlation, while partial correlation analysis was used to assess the moderating influence of green work perceptions. The tests were conducted at a 0.05 significance level. Findings revealed a significant relationship between green performance management and organizational agility among multinational oil and gas companies in Nigeria.

Barakat et al. (2023) assessed the impact of green training on sustainable business advantage: exploring the mediating role of green supply chain practices. This method integrates eco-friendly staff. A total of 583 Saudi manufacturing contract workers were studied. IBM SPSS Amos was used to analyze the data from model testing. Green training improves sustainable business advantage, according to the study. The study suggests that green supply chain practices mediate this relationship. Green training improves operational efficiency, resource use, and environmental performance. Green training can be applied to green supply chain practices, resulting in measurable and sustainable results.

Using case studies of two hotels, Haldorai, Kim, and Garcia (2022) analyzed how green commitments from upper management and green intellectual capital affected GHRM and, in turn, how this influenced the hotels' environmental performance. In the setting of higher education in a developing country, Abbas, Sarwar, Rehman, Zámečník, and Shoaib (2022) took on a study to explore the effect of GHRM practices on OSP. Previous studies have shown that there is a positive association between environmentally conscious recruiting methods and the economic component of sustainability (Yusoff, Nejati, Kee, & Amran, 2018). Nevertheless, only a small number of studies have examined certain GHRM tasks, including training, selection, and GR (Mousa & Othman, 2020). The impact of GR on improving

OSP within the framework of GHRM is the main focus of this study. The research conducted by Khan, Bhatti, Obaid, Sami, and Ullah (2020) explores the association between environmentally friendly human resource strategies in those areas, such as environmentally friendly selection and recruitment, environmentally friendly training and development, and environmentally friendly evaluation.

3. METHODOLOGY

The study adopts an explanatory research design to explore causal relationships among the key variables investigated. Multiple regression analysis deployed for hypothesis testing provides the analytical basis for examining the impact of green employee relations practices on the organizational sustainability of Nigerian oil companies, aiming to produce evidence-based insights that can inform theory, policy, and practice. The population of the study, obtained from the human resource departments of the companies, was 1,318 employees. Due to logistical constraints, the researchers selected five representative oil firms from the region, including: SPDC with 254 employees; Chevron Nigeria Limited with 273; Nigeria Agip Oil Company with 266; Total Energy Nigeria with 269; and ExxonMobil Nigeria with 256. The sample size of 307 was determined through a purposive sampling technique, as it helped the researchers select employees knowledgeable about green practices within their organizations (Pawson, Greenhalgh, Harvey, & Walshe, 2005). Data were collected through a structured questionnaire, using a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The data collected were summarized using descriptive statistics, including frequencies and percentages, to provide a clear overview of respondent characteristics and responses. These descriptive insights laid the foundation for understanding the distribution and tendencies within the data, making it easier to identify patterns and anomalies before moving into more complex analyses. To test the hypotheses and examine relationships between variables, inferential statistics were employed, specifically Pearson's correlation and multiple regression analysis. The data analysis was conducted using SPSS version 25.0, ensuring accuracy and consistency throughout the hypothesis testing process.

The model to test the effect of green employee relations on organizational sustainability is specified as follows:

$$OS = \beta 0 + \beta 1GR + \beta 2GT + \beta 3GPA + \beta 4GC + \epsilon \quad (1)$$

Where:

OS = Organizational Sustainability.

GR = Green Recruitment.

GT = Green Training.

GPA = Green Performance Appraisal.

GC = Green Compensation.

ϵ = Error term.

4. RESULTS AND DISCUSSION

Table 1 presents the response rate of the survey conducted among employees of selected oil firms. Out of 307 questionnaires administered, 304 were returned, indicating a high level of participation. However, 3 copies were deemed invalid or unusable, resulting in 301 valid responses being used for the final analysis. This yields an effective response rate of 98%, which is considered excellent and sufficient for ensuring the reliability and generalizability of the study's findings.

Table 1. Response Rate.

Pattern focused	Number administered	Number returned	Unused copy	Number used	Response rate
Employees	307	304	3	301	98%

Source: Distributed Questionnaire

Table 2 presents the demographic characteristics of the 301 respondents from selected oil firms in South–South Nigeria are presented. The gender distribution reveals a male dominance (60.1%) compared to females (39.9%). The majority of respondents fall within the 31–40 age bracket (44.9%), followed by those aged 41–50 years (26.9%), while only 8.3% are above 50 years. Educationally, most respondents hold a Bachelor's degree (50.2%), with a significant proportion having a Master's degree (31.6%). In terms of work experience, 39.9% have worked for 6–10 years, indicating a relatively experienced workforce, while 15.3% have less than five years of experience. Job designation data show that middle-level staff form the largest group (35.2%), followed by senior staff (29.9%) and junior staff (20.3%). Regarding departmental affiliation, the highest representation is from the Human Resources department (24.9%), with Operations and Others (e.g., Finance, Procurement) each contributing 19.9%, reflecting a diverse sample across various functional units.

Table 2. Demographic profile of the respondents (N = 301).

Demographic variable	Category	Frequency (N)	Percentage (%)
Gender	Male	181	60.1%
	Female	120	39.9%
Age	21–30 years	60	19.9%
	31–40 years	135	44.9%
	41–50 years	81	26.9%
	Above 50 years	25	8.3%
Educational qualification	HND	30	10.0%
	Bachelor's degree	151	50.2%
	Master's degree	95	31.6%
	Others (Professional/Technical)	25	8.3%
Years of work experience	Less than 5 years	46	15.3%
	6–10 years	120	39.9%
	11–15 years	90	29.9%
	Above 15 years	45	15.0%
Job designation	Junior Staff	61	20.3%
	Middle-Level Staff	106	35.2%
	Senior Staff	90	29.9%
	Managerial/Executive	44	14.6%
Departmental affiliation	Human resources	75	24.9%
	HSE (Health, safety, environment)	61	20.3%
	Operations	60	19.9%
	Administration	45	15.0%
	Others (Finance, procurement, etc.)	60	19.9%

Source: Field Survey, 2025.

Reliability indicates the consistency of a measure. A pre-test of the questionnaire was conducted to identify any irregularities, and the instrument was tested using Cronbach's alpha for internal consistency, ensuring that the survey items produce reliable results over repeated trials. Reliability scores were favorable, with all alpha coefficients exceeding the minimum benchmark of 0.6. This indicates a stable measurement of the constructs involved in the study, as shown in Table 3.

Table 3. Reliability test for all items in the questionnaire.

S/N	Variables	Alpha (α) value	No. of items
1	Green recruitment	0.721	4
2	Green training	0.723	4
3	Green performance appraisal	0.726	4
4	Green compensation	0.722	4
5	Organizational sustainability	0.714	4

Source: Analysis of field survey, 2025.

4.1. Analysis of Other Research Data

Table 4 presents the responses on different dimensions of green recruitment practices within selected oil firms in South-South Nigeria.

Table 4. Green Recruitment.

S/N	Statements	5	4	3	2	1
1	My organization actively seeks candidates who demonstrate a commitment to environmental sustainability.	238 (79.1%)	60 (19.9%)	2 (0.7%)	1 (0.3%)	- -
2	Job descriptions in my organization emphasize the importance of sustainable practices.	207 (68.8%)	94 (31.2%)	- -	- -	- -
3	My organization provides information about its sustainability initiatives during recruitment.	249 (82.7%)	45 (15%)	7 (2.3%)	- -	- -
4	The recruitment process assesses candidates' knowledge of sustainability issues.	233 (77.4%)	67 (22.3%)	1 (0.3%)	- -	- -

Source: Field Survey, 2025.

Table 5 illustrates the perceptions of respondents along the dimensions of green training initiatives. The responses underscore a strong organizational emphasis on equipping employees with the knowledge and skills required to support sustainable green work practices in the downstream sectors of Nigerian oil companies.

Table 5. Green Training.

S/N	Statements	5	4	3	2	1
5	Employees are encouraged to participate in sustainability workshops and seminars.	251 (83.4%)	48 (15.9%)	- -	2 (0.7%)	- -
6	My organization offers training programs that focus on sustainability and environmental practices.	235 (78.1%)	59 (19.6%)	- -	7 (2.3%)	- -
7	The training provided significantly enhances my understanding of my role in promoting sustainability.	261 (86.7%)	32 (10.6%)	8 (2.7%)	- -	- -
8	Training on green practices is mandatory for all employees.	262 (87%)	39 (13%)	- -	- -	- -

Source: Field Survey, 2025.

Table 6 presents the respondents' views on green performance appraisal practices in selected oil firms. These results reflect popular views that sustainability is deeply embedded in the performance management systems of the surveyed firms, thus underpinning employee alignment with environmental goals through structured appraisal mechanisms.

Table 6. Green Performance Appraisal.

S/N	Statements	5	4	3	2	1
9	I receive feedback on my contributions to sustainability during performance reviews.	218 (72.4%)	80 (26.6%)	1 (0.3%)	2 (0.7%)	- -
10	My performance appraisal includes evaluation criteria related to sustainability efforts.	199 (66.1%)	101 (33.6%)	1 (0.3%)		- -
11	The performance appraisal system encourages me to engage in sustainability initiatives.	251 (83.4%)	46 (15.3%)	4 (1.3%)	- -	- -
12	Recognition for sustainable practices is part of the appraisal process.	224 (74.4%)	75 (24.9%)	2 (0.7%)	- -	- -

Source: Field Survey, 2025.

Table 7 aptly depicts respondents' opinions on proxies of green compensation practices within selected oil firms. This analysis suggests that green compensation is an established component of employee motivation and reward systems, encouraging pro-environmental behaviors in the workplace.

Table 7. Green compensation.

S/N	Statements	5	4	3	2	1
13	Employees who excel in sustainability efforts are recognized in the compensation process.	209 (69.4%)	86 (28.6%)	2 (0.7%)	4 (1.3%)	- -
14	My organization offers financial rewards for employees who contribute to sustainability goals.	175 (58.1%)	108 (35.9%)	4 (1.3%)	- -	14 (4.7%)
15	Sustainability achievements are considered in the compensation and bonus structure.	212 (70.4%)	51 (16.9%)	24 (8%)	14 (4.7%)	- -
16	The compensation policy incentivizes employees to adopt green practices.	234 (77.7%)	56 (18.6%)	11 (3.7%)	- -	- -

Source: Field Survey, 2025

Table 8 clearly shows the respondents' perspectives on the different measures of organizational sustainability efforts of selected oil firms. These results collectively indicate a strong organizational alignment toward sustainability, with effective communication, employee motivation, and green HRM practices contributing significantly to environmental responsibility.

Table 8. Organizational sustainability.

S/N	Statements	5	4	3	2	1
17	My organization is committed to reducing its environmental footprint.	217 (72.1%)	79 (26.2%)	2 (0.7%)	3 (1%)	- -
18	The implementation of green HRM practices has positively impacted the organization's sustainability.	202 (67.1%)	97 (32.2%)	2 (0.7%)	- -	- -
19	My organization effectively communicates its sustainability goals to all employees.	258 (85.7%)	37 (12.3%)	6 (2%)	- -	- -
20	Employees are motivated to participate in sustainability initiatives due to organizational policies.	222 (73.8%)	76 (25.2%)	3 (1%)	- -	- -

Source: Field Survey, 2025.

Table 9 and 9i display the intercorrelations among the study variables, highlighting the strength and significance of their relationships. Green recruitment shows a **strong positive correlation** with organizational sustainability ($r = .715$, $p < 0.01$) and green performance appraisal ($r = .675$, $p < 0.01$), indicating that effective green recruitment practices are strongly associated with both improved appraisal mechanisms and enhanced sustainability outcomes. Green training has a **small positive correlation** with organizational sustainability ($r = .188$, $p < 0.01$) and green compensation ($r = .221$, $p < 0.01$), suggesting a modest association. Green performance appraisal is **strongly correlated** with organizational sustainability ($r = .877$, $p < 0.01$), representing the strongest relationship in the matrix, which implies that appraising employees based on sustainability efforts significantly contributes to overall sustainability.

Green compensation also has a **moderate correlation** with organizational sustainability ($r = .389$, $p < 0.01$). Notably, the negative and non-significant correlation between green recruitment and green training ($r = -.077$) implies no meaningful association between these two variables.

Table 9. Inter-correlations of study variables.

S/N	Variables	1	2	3	4	5
1.	Green recruitment	1				
2.	Green training	-0.077	1			
3.	Green performance appraisal	0.675**	0.107	1		
4.	Green compensation	0.226**	0.221**	0.317**	1	
5.	Organizational sustainability	0.715**	0.188**	0.877**	0.389**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Table 9i. The guideline for Pearson correlation coefficients.

S/N	Coefficient value	Strength of association
1	$< r < 0.3$	Small correlation
2	$0.3 < r < 0.5$	Medium/moderate correlation
3	$r > 0.5$	Large/strong correlation

Source: Cohen (1988).

Table 10 presents the results of the multiple regression analysis showing the effect of green employee relations practices on organizational sustainability. The findings reveal that all the independent variables, green recruitment, green training, green performance appraisal, and green compensation, are significant positive predictors of organizational sustainability, as all p-values are less than 0.05. Among them, green performance appraisal has the highest standardized beta coefficient ($\beta = 0.662$, $t = 19.130$), indicating it has the strongest effect on sustainability. This is followed by green recruitment ($\beta = 0.256$, $t = 7.540$), green training ($\beta = 0.115$, $t = 4.491$), and green compensation ($\beta = 0.096$, $t = 3.631$). The Variance Inflation Factor (VIF) values for all variables are below 2, suggesting no multicollinearity concerns, and the tolerance values are well above the threshold of 0.1, confirming the stability and reliability of the model. The regression model as a whole indicates that effective implementation of green employee relations practices significantly enhances the organizational sustainability of the selected oil firms.

Table 10. Green employee relations and organizational sustainability.

Coefficients[a]								
Model		Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-3.489	0.760		-4.591	0.000		
	Green recruitment	0.267	0.035	0.256	7.540	0.000	0.520	1.922
	Green training	0.129	0.029	0.115	4.491	0.000	0.907	1.102
	Green performance appraisal	0.713	0.037	0.662	19.130	0.000	0.501	1.994
	Green compensation	0.072	0.020	0.096	3.631	0.000	0.861	1.161

Note: a. Dependent variable: Organizational sustainability.

Table 11 presents the ANOVA results assessing the fitness of the regression model used to predict organizational sustainability based on green employee relations practices. The analysis shows that the model is statistically significant with an F-value of 342.781 and a p-value of .000, which is well below the 0.05 threshold. This indicates that the combination of the independent variables green recruitment, green training, green performance appraisal, and green compensation significantly predicts organizational sustainability.

Table 11. Fitness of the model.

ANOVA[a]						
Model		Sum of squares	Df	Mean square	F	Sig.
1	Regression	302.459	4	75.615	342.781	0.000[b]
	Residual	65.295	296	0.221		
	Total	367.754	300			

Note: a. Dependent Variable: Organizational sustainability.
b. Predictors: (Constant), green compensation, green training, green recruitment, green performance appraisal.

Table 12 displays the model summary, indicating how well green employee relations practices explain organizational sustainability. The R Square value of 0.822 implies that approximately 82.2% of the variance in organizational sustainability is explained by green recruitment, green training, green performance appraisal, and green compensation. The Adjusted R Square of 0.820 confirms the model's reliability, accounting for the number of predictors used.

Table 12. Model summary.

Model summary				
Model	**R**	**R square**	**Adjusted R Square**	**Std. error of the estimate**
1	0.907[a]	0.822	0.820	0.470

Note: a. Predictors: (Constant), Green compensation, Green training, Green recruitment, Green performance appraisal

4.2. Hypotheses Testing

In the analysis below, the p-values reported in the regression coefficient tables were used for testing the study hypotheses (Gujarati & Porter, 2009).

H_{01}: Green recruitment has no significant effect on the organizational sustainability of selected oil firms in South-South Nigeria.

The t-value for green recruitment is 7.540, with a p-value (significance level) of 0.000. Since the p-value is less than 0.05, we reject the null hypothesis (H_{01}) and conclude that green recruitment has a significant effect on organizational sustainability. The high t-value further indicates a strong positive impact of recruited employees who are committed to the sustainability initiatives of the oil companies.

H_{02}: Green training does not significantly impact the organizational sustainability of selected oil firms in Nigeria

The t-value for green training is 4.491, with a p-value (significance level) of 0.000. Since the p-value is below 0.05, we reject the null hypothesis (H_{02}) and conclude that green training significantly impacts organizational sustainability. The t-value also indicates a moderate positive relationship, emphasizing that training employees in sustainability practices enhances the organization's sustainability efforts.

H_{03}: Green performance appraisal has no significant influence on the organizational sustainability of selected oil firms.

The t-value for green performance appraisal is 19.130, with a p-value (significance level) of 0.000. Given the very low p-value and high t-value, we reject the null hypothesis (H_{03}) and conclude that green performance appraisal has a significant positive influence on organizational sustainability. This result indicates that incorporating sustainability into performance evaluations substantially contributes to the overall sustainability outcomes of the organization.

H_{04}: Green compensation has no significant effect on the organizational sustainability of selected oil firms in the downstream sector.

The t-value for green compensation is 3.631, and the p-value (significance level) is 0.000. Since the p-value is less than 0.05, we reject the null hypothesis (H_{04}) and conclude that green compensation significantly affects organizational sustainability. The positive t-value supports the notion that compensating employees for their sustainability contributions encourages the adoption of green practices, thereby promoting sustainability within the organization.

5. DISCUSSION OF FINDINGS

5.1. Green Recruitment and Organizational Sustainability

The regression result ($\beta = 0.256$, $p = 0.000$) confirms a significant positive effect of GR on the organizational sustainability of oil firms in Nigeria. This aligns with the findings of Fapohunda et al. (2022) and Gitongu et al. (2023), who reported that green recruitment and selection significantly influence organizational sustainability and performance, respectively. In a similar vein, A. Saputra et al. (2024) have found a significant positive relationship between green recruitment and organizational citizenship behavior of the oil companies. However, while Marumbu

et al. (2024) acknowledged green recruitment's contribution to employee performance (8.4% variation), the current study extends its relevance to sustainability outcomes, thereby enriching the broader discourse on green human resource practices and their long-term impact on Nigerian oil companies.

5.2. Green Training and Organizational Sustainability

Green training indicated a significant positive impact on the organizational sustainability of selected oil firms in South South Nigeria ($\beta = 0.115$, $p = 0.000$). This finding diverges from Saputra et al. (2024), who found that green training had no significant effect on organizational citizenship behavior for the environment. However, it complements the work of Han et al. (2023), which suggests that green training builds green experience, a critical factor in fostering employee and customer satisfaction. It also finds indirect support from Raffar (2024), who indicated that effective training needs assessment positively influences competency development. The current study adds to this literature by evidencing the strategic role of green training in sustaining the environmental impact of the objectives of the Nigerian oil companies.

5.3. Green Performance Appraisal and Organizational Sustainability

Green performance appraisal has a significant positive influence on the organizational sustainability of selected oil firms in South-South Nigeria ($\beta = 0.662$, $p = 0.000$). This finding is consistent with Saputri et al. (2024), who found that green appraisal significantly enhanced both green satisfaction and employee performance in construction companies. By extending this impact to the sustainability of oil firms, the current research highlights performance appraisal as a key driver of sustainable practices. This suggests that when appraisal systems are aligned with environmental goals, they not only improve individual outcomes but also contribute substantially to broader organizational sustainability.

5.4. Green Compensation and Organizational Sustainability

Green compensation has a significant positive effect on the organizational sustainability of selected oil firms in South South Nigeria ($\beta = 0.096$, $p = 0.000$). This contrasts with Saputri et al. (2024), where green compensation had no direct effect on employee performance, though it positively influenced green satisfaction. The discrepancy may reflect contextual differences between oil industries and construction companies in the different outcome variables measured. Nevertheless, the current study aligns with Omune and Nyangau's (2021) findings indicate that green compensation and rewards significantly affect employee outcomes, considering their high sustainability impact.

6. CONCLUSION AND RECOMMENDATIONS

The study concludes that green employee relations play a significant role in enhancing the organizational sustainability of selected oil firms in South-South Nigeria. Specifically, green recruitment, green training, green performance appraisal, and green compensation each have a statistically significant and positive effect on organizational sustainability. Among these, green performance appraisal emerged as the strongest predictor of sustainability outcomes, emphasizing the importance of systematically evaluating employees' contributions to environmental goals.

Green recruitment helps attract individuals who are environmentally conscious, thereby strengthening the foundation for a sustainability-oriented workforce. Green training, on the other hand, equips employees with the necessary knowledge and skills to engage in eco-friendly practices. Green compensation provides both financial and non-financial incentives, reinforcing and sustaining these behaviors. These findings highlight the value of integrating environmental objectives into core HRM functions, indicating that such integration can significantly advance the long-term sustainability agenda within the oil sector.

Based on the findings, the following recommendations are made:

i. Oil firms should institutionalize green recruitment strategies by explicitly including sustainability competencies and environmental awareness as criteria in their hiring processes.

ii. Regular and compulsory green training programs should be conducted to update employees on emerging sustainability practices, environmental regulations, and company-specific green policies.

iii. Performance appraisal systems should integrate sustainability indicators to ensure that environmental contributions are recognized and rewarded formally.

iv. Compensation policies should include financial and non-financial incentives for employees who actively contribute to environmental sustainability goals. This could include bonuses, recognition awards, or career advancement opportunities linked to green performance.

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Institutional Review Board Statement: The study involved minimal risk and followed ethical guidelines for social science fieldwork. Formal approval from an Institutional Review Board was not required under the policies of Delta State University, Nigeria. Informed verbal consent was obtained from all participants, and all data were anonymized to protect participant confidentiality.
Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
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