



Green Recruitment/Selection and Corporate Sustainability of Oil and Gas Producing Companies in Rivers State

¹Dr. DON- BARIDAM Letam & ²DIRI, Terry Victor

**Department of Management, Faculty of Management Science,
Rivers State University, Nkpolu Oroworukwo, Port Harcourt, Nigeria**
1etambaridam@gmail.com; 2diriterry5@gmail.com

ABSTRACT

This study evaluates the relationship between green recruitment/selection and corporate sustainability in oil and gas producing companies in Rivers State. The study adopts a cross-sectional survey design while its theoretical framework was built on the institutional theory. The population of the study comprises of 150 top management staff was obtained from ten oil and gas producing companies in Rivers State and a sample size of 108 was drawn using Krejcie and Morgan (1970) table. Data were elicited through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. Also, the Spearman Rank Order Correlation Coefficient technique was used to assess the relationship between studied variables and to test the stated hypothesis with the use of statistical package for social science (SPSS Version 22) Software. The study findings revealed that there is a positive significant relationship between green recruitment/selection and corporate sustainability. Based on the findings and conclusions, the study recommends that: The management and general managers of oil and gas producing companies should consider green recruitment/selection in order to aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices and also target applicants who are sufficiently aware of greening knowledge, skills and behavior that conform to environmental management.

Keywords: Green recruitment/selection, Corporate Sustainability, Environmental Sustainability, Social Sustainability.

INTRODUCTION

In the past, merely fulfilling economic performance alone was vital to ensuring the success of an organization, but this traditional standpoint is not compatible with society's current demands, as there is increasing social pressure on organizations to become more sustainable. The evidence of adverse environmental impacts of the activities of these organizations especially the oil and gas producing companies have been of concern to the government, organizations and the host communities where they operate (Ullah, 2017). These activities have not only caused degradation to the environment but also have destroyed the traditional livelihood of the region as well as environmental pollution that has affected weather conditions, soil fertility waterways aquatic habitats and wildlife most especially in Nigeria, where many firms in the oil and gas producing industry adopt different managerial concepts for practices with less consideration of its effects on the environment (Osugwu, 2006).

Owing to the harmful consequences of industrial pollution there is the need for oil and gas companies to imbibe sustainable practices which not only support green environment but one which also supports their social goals. This is mainly built on an undeniable fact that organizations through their daily operations contribute most of the carbon footprints that adversely impact on the environment (Liu, 2010). Sustainability is an ethical concept that protects the environment, diminish exploitation of resources and change the direction of investment (Molla, Yusnidah & Ishak, 2019). The concept of sustainability is built on the Brundtland Report published in 1987 (Bhatia & Tuli, 2016). The report emphasized the urgency of making

progress towards economic development that could be sustained without depleting natural resources or damaging the environment (Gallo & Christensen, 2011). Since the inception of the sustainability concept, most oil and gas producing companies in Rivers State, Nigeria have maintained that they have always been committed to prevention of oil pollution and would continue to do so in achieving sustainability (Noronha, Manjush, & Monteiro, 2016).

Owing to the significance attached to corporate sustainability, several empirical studies have been carried out around the globe on this subject. They sought to examine different variables in a bid to achieve corporate sustainability. For example, Strand (2014) examined the relationship between strategic leadership and corporate sustainability. The findings show that there is a positive relationship between strategic leadership and corporate sustainability. Tencati and Perrini (2011) carried out a study on business ethics and corporate sustainability. The findings of their study showed a positive correlation between business ethics and corporate sustainability. Caldelli and Parmigiani (2004) looked at management information system and corporate sustainability. The result from their study shows that management information system is a driver to achieve corporate sustainability.

In spite of all these studies carried out, organizations in their attempt to convert resources to output still neglect the environment by dumping wastes and return pollution to the environment. It is however obvious that corporate sustainability is not only reliant on strategic leadership, business ethics and management information system but also on the incorporation of green human resources management practices to aid corporate sustainability. One of the growing strategy and practice for enhancing corporate sustainability propagated is the green model of recruitment and selection (Ahmad, 2015; Schaltegger, 2017). In the field of Human Resource Management, the model has emerged as a new research agenda extending its traditional roles to focus on greening practices (Jackson, Renwick, Jabbour, & Muller-Camen, 2011; Jackson, Schuler, & Jiang, 2014; Renwick, Redman, & Maguire, 2013). As such, it induces organizations to engage in green practices related to environmental protection and maintaining ecological balance (Uddin & Islam, 2016).

However, plethora of studies have been conducted by researchers regarding corporate sustainability, we have not seen much of the empirical investigation on Green recruitment and selection on corporate sustainability in the oil and gas producing companies in Rivers State. Armed with this information, this paper would bridge this gap by discussing green recruitment/selection and corporate sustainability in the oil and gas producing companies in Rivers State. To this end, this study departs from previous studies through empirical investigation of the relationship between Green recruitment/selection and corporate sustainability in the oil and gas producing companies in Rivers State.

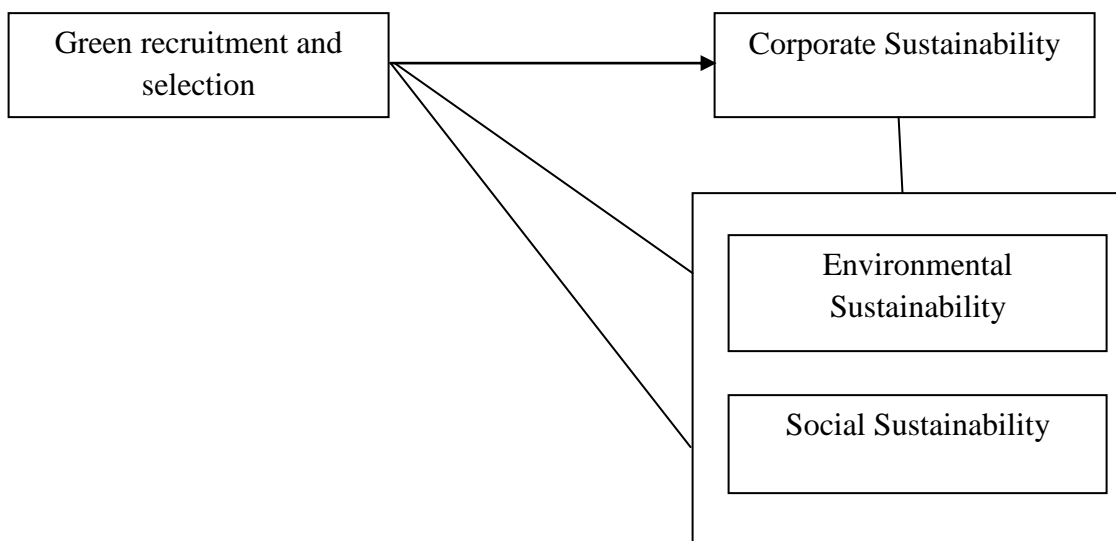


Figure 1: A Conceptual Framework Showing the relationship between Green Recruitment/Selection and Corporate Sustainability.

Source: Conceptualized by the researchers, (2021).

Purpose of the Study

The purpose of this study was to evaluate the relationship between green recruitment and selection on corporate sustainability of Oil and Gas producing companies in Rivers State. The specific objectives of the study are;

- i To examine the relationship between green recruitment/selection and environmental sustainability of Oil and Gas producing companies in Rivers State.
- ii To evaluate the relationship between green recruitment/selection and social sustainability of Oil and Gas producing companies in Rivers State.

Research Questions

The research questions for this study are defined as follows:

- i What is the relationship between green recruitment/selection and environmental sustainability of Oil and Gas producing companies in Rivers State?
- ii What is the relationship between green recruitment/selection and social sustainability of Oil and Gas producing companies in Rivers State?

Research Hypothesis

The researcher formulated the following hypothesis for validation or rejection at the end of the study.

H₀₁: There is no significant relationship between green recruitment/selection and environmental sustainability of Oil and Gas producing companies in Rivers State.

H₀₂: There is no significant relationship between green recruitment/selection and social sustainability of Oil and Gas producing companies in Rivers State

LITERATURE REVIEW

Theoretical Foundation

This study is anchored on the institutional theory to enhance our understanding of the relationship between the predictor variable (green recruitment/selection) and the criterion variable (corporate sustainability) as used in this study. According to Delmas and Toffel (2013), institutional theory is concerned with the influence of external forces on organizational decision making and it emphasizes the role of social and cultural pressures imposed on organizations that influence practices and structures. According to Kraft and Scott (2017), institutional theory is policy making that emphasizes the formal and legal aspect of government structures. Subsequently, Krell, Matook and Rodhe (2016) envisage that regulatory pressure occurs when government agencies directly or indirectly force firm to change their strategy. The institutional theory suggests that external pressures can form organizational action (Arulrajah & Opatha, 2016). Additionally, Arulrajah and Opatha (2016) opine that most institutional studies have emphasized the effects of coercion from regulatory and social pressures and how they encourage homogeneous outcomes. The institutional theory often displays organizations as passive participants who respond to institutional expectations (Perrow, 1986; and Oliver, 1997).

Gloveer, Champion and Daniel (2014) conceive that the strength of institutional Theory is that it offers explanations of why certain practices are chosen without an obvious economic return. Tate, Dooley and Ellram (2011) posit that institutional theory is relevant to the adoption of environmental practices because firms operate in a way that meets social and legal expectations and that not all business choices are as a result of rational economic decisions. Even so, the institutional theory can provide the foundation as to why Green recruitment/selection is a necessity for every organization during recruitment and selection exercise. Based on the institutional theory, it becomes evident that because of external pressures such as social and regulatory pressures, organizations must adopt sustainable practices in their daily operation and Green recruitment/selection is one of such practices

Green Recruitment and Selection

Green recruitment and Selection is the process of attracting and hiring candidates with knowledge, skills, attitudes and behaviors that conforms to environmental management systems of an organization (Ullah, 2017). Green recruitment and selection of candidates means paperless recruitment process which will have minimal environmental impact. In this type of recruitment focus is more on environmental sustainability and making it major element within the organization. In this process the mediums used are e-mail, online

applications, and resumes from different job portals etc. the company can select resumes of appropriate candidates and download them. Interview's observations can be maintained in softcopies. It is a system where the focus is given on the importance of the environment and making it a major element within the organization (Holtom, Mitchell, Lee & Eberly, 2008; Deepika & Karpagam, 2016). Green recruitment and selection is the process of attracting and hiring candidates with green skills and values (Diri, 2021). Green recruitment makes it certain that new talents are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 1996).

Green recruitment and selection (GRS) is considered a key component in GHRM practices (Jackson, *et al.*, 2011; Ahmad, 2015). GRS can be outlined in the three elements of candidates' green awareness, green employer branding, and green criteria to attract candidates (Tang, 2018). The fundamental aspect of GRS is the candidates' green awareness which encompasses personality factors that are necessary for the achievement of the company's environmental objectives. Such factors can be green consciousness and agreeableness of candidates (Tang, 2018).

The other element of GRS is green employer branding which concerns the image and reputation of the company in connection to its environmental management (Ehnert, 2009). Environmental sustainability can play a very influential role in recruitment of new talent when companies manage to relate well their own initiatives to the candidates' own values and environmental attitudes (Jackson *et al.*, 2012). People are genuinely attracted to those employers who possess similar views and values to their own and so job-seekers may feel proud of working with a company which has a good environmental reputation (Highhouse, Hoffman, Greve, & Collins, 2002; Willness & Jones, 2013). From this viewpoint, green branding is becoming more important in recruitment efforts (Renwick *et al.*, 2013). The third aspect of GRS is green criteria on the basis of which employees are assessed and selected (Tang, 2018). Companies should ensure that their job descriptions reflect their sustainability plan and their web page and similar research tools clearly indicate their greening stance and goals (Mandip, 2012).

The Concept of Corporate Sustainability

The concept of sustainability originated from the 1987 report of the World Environmental and Development Commission, popularly known as the Brundtland Commission, named after its chairperson, Gro Harlem Brundtland, who happened to be the Norwegian Prime Minister then (Nkamnebe & Nwankwo, 2010). From the Brundtland Report, Sustainability is defined as the development that meets the need of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). The concept emerged in response to global environmental problems, excessive reliance on and exploitation of environmental resources (WCED, 1987). Sustainable development has been interpreted by Atkinson, Dietz, and Neumayer (2007) as an on-going process in which equity, ethical considerations, economy, and ecology have been combined in a way to address the needs of present and future generations of all living beings.

The concept of corporate sustainability has gradually become an important rating factor, driver of growth, profitability, value creation, social relationship builder, a survival tool, for organizations around the world. Sustainability-led firms enable organizations to differentiate their products and services in a crowded marketplace (Setia & Soni, 2013). Schaltegger, et al., (2003) define corporate sustainability as a business approach that is designed to shape the environmental and social setting. According to Ouedrago (2010) corporate sustainability can be viewed as a new evolving corporate management paradigm. The term "paradigm" is used deliberately an alternative to the traditional growth and profit maximization model. While corporate sustainability recognizes that corporate growth and profitability as important it also requires the corporation to pursue societal goals, specifically those relating to sustainable, social justice and equity and economic development. Sustainable development is a broad, dialectical concept that balances the need for economic growth with environmental protection and social equity. According to Mellalson (2003) corporate sustainability is a process of change in which the explosion of resources, the direction of investments, the orientation of technological development, and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations.

Sustainable requires firms to put into consideration long term economic, environmental, and social effects when formulating the production and other policies (Setia & Soni, 2013).

Similarly, Diri (2021) defined corporate sustainability as the responsiveness of an organization towards its work force, community, and the environment which the business operation is carried out.

The appropriateness of the concept for this research derives from the fact that it is a framework that advocates the need to integrate economics and ecology not just for the protection of the environment, but also to promote development. This is very relevant to the question of environmental degradation posed by the exploratory and exploitative activities of oil and gas producing companies. The fall-out of oil exploitation in Nigeria does not end at pollution per se, but also of critical concern is the fate of the people and environment of the oil producing communities when oil, being an exhaustible and unrenewable resource, is depleted. While the present generations are witnesses to the diminishing of the resource, a degraded and depleted environment would be the heritage of the coming generations.

Measures of Corporate Sustainability

Environmental Sustainability

The environment refers to both the physical and social circumstances which surround people and have influence on them. It is both objective and subjective. This because it includes both bodies and the cote thereon, land mass, forest, grassland, deserts, animals and the man himself where all the interactions that take place (Gana & Toba 2015). It also refers to all the natural endowments and those provided by man in his effort to make life support systems with air, water and land as well as the materials for fulfilling all development aspirations of man (Lawason 2006). Relating it to sustainability is the recognition that the environment represents a wealth of resources which must be protected. This recognition as an aspect of current development agenda can be traced to the 1987 Bruntland commission of the United Nations which ascribed sustainability to development and defined it as development that meets the needs of the present without compromising the ability of future generations to their own needs comprehensively. Environmental sustainability refers to the conservation, management and rational utilization of natural resources in such way to maintain the integrity of each ecosystem, support all life, ensure the preservation of biodiversity and prevents environmental degradation (Gbenda, 2012).

Diri (2021) conceptualized environmental sustainability as the balance that allows human society to satisfy its needs with the use of natural resources with major consideration for the future generation to satisfy theirs. Environmental sustainability is a responsive interaction with the environment with a view to conserving natural resources through developing alternative sources of power and reducing pollution or any negative impact for the long environmental quality. Environmental sustainability efforts in organizations appear to follow a three stage model (Jabbour & Santos, 2006). The first stage involves the organization reacting to environmental legislation and product requirements. The second phase focuses on prevention of harm to the environment e.g. preventing pollution, ensuring proper waste disposal. The third stage is characterized by voluntary proactive actions and change to ensure long term environmental sustainability.

Social Sustainability

In the first decade after the emergence of the notion of sustainability development in 1987, the concept of social sustainability had been neglected. Environmental and economic issues appeared to be the main focus of the debate and social aspect played a minor role in the discussion on sustainability. It was in the late 1990s that social sustainability was considered a fundamental aspect within the sustainability agenda. Thereafter it gained significant recognition. Despite the enormous amount of work which has been done in this regard, there has been no consensus about a comprehensive definition of social sustainability (Ahman *et. al*, 2013). However, this section reviews and evaluates the most recent key definitions of social sustainability which will be used as the basis of this study. Polese and Stren (2000) defined social sustainability as a development which is able to occur by balancing the evolution of civic society and this development will bring about prosperous environment. They also emphasized the crucial role played by social integration, cultural diversity, and equity in their concept of social sustainability.

Aister – Arendar (2011) put forward the following definition of social sustainability as a process of creating a prosperous society by close and thorough understanding of people's needs. This includes a process for creating sustainable successful place that promote wellbeing by understanding what people need from the places they live and work. Social sustainability is related to human development (education, training, health, work place safety), equity (fairness in salaries, equal opportunities) and ethical considerations (human rights, cultural values, justice) (Munck, Munck, & Souza, 2011). Social sustainability is a prerequisite of economic growth and poverty alleviation; it is needed to be attained before environmental sustainability can be addressed. The concept of CS can be seen as a transfer of the overall idea of sustainable development to the business level. This implies that the identity of the sustainable company has a multi-dimensional perspective, which determines how to integrate the above three elements systematically (Przychodzen & Przychodzen, 2013). A literature survey carried out by Montiel and Delgado-Ceballos (2014) highlighted that there is ambiguity about whether CS should be a bi-dimensional concept (social and environmental), a tridimensional construct (economic, social, and environmental) or a synonym for environmental management.

Green Recruitment and Selection and Corporate Sustainability

The goal of corporate sustainability is to improve the living standard of and the safety of all the people working within the organization and community in general at the same time improving the access to natural resources and ecosystem for future generations (Selier, 2007). Various studies have established a positive relationship between green human resources management and corporate sustainability. Jackson, Renwick and Jabbour (2011) study on managing knowledge for sustainable competitive advantage as demonstrated that green human resources management practices (green recruitment/selection) improve company's performance and provide competitive edge. Therefore, more and more companies become interested in ecological issues, nothing that environmental protection is in their best interest (Wiernik, Dilchert & Ones, 2016). Sherine (2018) conducted a study on Green human resource management (GHRM) and its implementation on supply chain management could enhance its competitive advantage and play a role in promoting its image in the marketing and branding its name as retail sales have shown strong growth over the past ten years in Egypt applying GRHM may support to improve the economy and control the inflation. The study relies on qualitative approach to describe reality and provide results. The study found out that there is a good relation between GRHM practices such as green recruitment and selection in the supply chain and enhancing its performance and image.

Adnan M. Rawashdeha (2018) carried out a study on the relationship between green human resource management (HRM) practices, including Green recruitment and selection, Green training and development, and Green rewards, and environmental performance in Jordanian health service organization. The research hypotheses are tested by means of a questionnaire survey carried out among health service organizations in Jordan between April and May 2018. Our design choice to focus on a single sector was because of our intention to diminish the confounding effects of non- controllable factors in our research study, such as legislative, culture, and economical contexts. The results show a moderate implementation of Green HRM in Jordanian hospitals, the strongest correlation was with recruitment and selection while the weakest correlation was with training and development. Statistical positive association also was indicated between the three HRM practices and environmental performance. This study is believed to be the first in Jordan that shed light on how human resource functions could provide environmental performance in health service organizations particularly in hospitals. It supports the literature of Green HRM and environment protection which is not well developed in developing countries like Jordan.

Similarly, Khurshid and Darzi (2016) also investigate the habit of going green in an organisation human resource management practices. The authors found that green HRM plays a significant role in securing a sustainable development environment through a set target on economic, social and other organisation related goals to their environment. However, Nisa, Mahmood, Sandhu, Kanwal and Iqbal (2016) posited in their study conducted to investigate the effect of green HRM practices on sustainability with reference to some selected companies in Pakistan that, a significant effect exists between all elements of GHRM

and environmental sustainability. Also, Ooi, Amran, Goh and Nejati (2017) emphasised on the importance of GHRM to stakeholders of an organisation in Malaysia. The study identified six components of GHRM and found that green talent management, green performance management, green training and development, green employee engagement, green reward system and green employee separation are pivotal to Malaysian financial services industry.

Guerci, Longoni and Luzzini (2016) examine the effect of stakeholder pressures on environmental performance while banking on green HRM as a mediating variable. The study found that green training and involvement, as well as green performance management and compensation, all have a significant effect on environmental performance, while green recruitment was denied with no relationship with environmental performance. Basically, all the relevant review studies above are measured from different context order than Nigeria. Surprisingly, it was found in the process of reviewing the study's relevant articles that, of all the empirical scholarly works in the literature on GHRM none was measured from Nigerian context which could have served as a reference in bridging the flow of discussion of GHRM from Nigeria context. This, however, is important for the study, as this basis would employ and utilises all the relevant works from other contexts and then match with the new context in the Nigerian business environment.

METHODOLOGY

This study adopts the cross sectional survey research design. Cross-sectional surveys are studies aimed at determining the frequency or level of a particular attribute in a defined population at a particular point in time. The population of the study comprises of 150 top management staff drawn from ten oil and gas producing companies in Rivers State and a sample size of 108 was drawn using Krejcie and Morgan (1970) table. Data were elicited through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. For the purpose of data presentation and analysis, tables frequencies, and simple percentage were used. Also, the Spearman Rank Order Correlation Coefficient technique was used to test the relationship and used also in testing the stated hypotheses with the use of statistical package for social science (SPSS Version 22) Software.

Table 1: Cronbach Alphas of the Study Variables

S/No	Predictor and criterion variables	Number of Items	Cronbach Alpha
1	Green Recruitment and Selection	3	0.738
2	Environmental Sustainability	3	0.948
3	Social Sustainability	3	0.932

Source: SPSS Output, 2021

DATA ANALYSES AND RESULTS

Table 2 : Questionnaire Administration

Detailed Response Rate	Distributed Copies	Retrieved Copies	Not Retrieved Copies	Used Copies
Total	108	98	10	98

Source: Research Survey, 2021

Descriptive Analysis

Descriptive analysis focuses on describing the basic feature of the data in a given study (Cooper & Schindler, 2013). In this section, descriptive analysis was used to summarize data regarding to green recruitment/selection and their influence on corporate sustainability

Analysis on Green Recruitment and Selection

Table 3: Descriptive Statistics on Green Recruitment and Selection

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
1. This Company aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices.	98	3.02	1.429	.310	.244
2. This company Attract and hire candidates with knowledge, skills and behavior that conform to environmental management.	98	2.55	1.348	.611	.244
3. Selecting applicants who are sufficiently aware of greening to fill job vacancies	98	3.57	1.235	-.134	.244
Valid N (listwise)	98				

Source: SPSS Output 22.0, 2021

Table 3 indicate the response rate green recruitment and selection as a dimension, and scale in 3-item, the 1th item responses rate affirmed that the company aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices with a high mean score of (X=3.02 and Std. =1.429). Similarly, 2nd item was affirmed that the company attract and hire candidates with knowledge, skills and behavior that conform to environmental management with high mean score of (X= 2.55 and Std. =1.348). Finally, the 3rd item indicates that selecting applicants who are sufficiently aware of greening to fill job vacancies had a mean score of (X= 3.57 and Std. =1.235) Therefore, the response rates showed that there is a moderate rate of green recruitment and selection and observed as a factor to the study of on Green Human Resources Management in the oil and gas producing companies in Rivers State, Nigeria.

Analysis on Environmental Sustainability

Table 4: Descriptive Statistics on Environmental Sustainability

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
1. The organization possesses environmental policies tied to its strategic planning, management and processes,	98	3.18	1.342	.179	.244
2. The organization seeks environmental quality throughout its productive.	98	3.37	1.311	.016	.244
3. Environmentally harm-free practices are encouraged throughout the production process to sustain sustainability.	98	3.33	1.338	.064	.244
Valid N (listwise)	98				

Source: SPSS Output 22.0, 2021

Table 4 indicate the response rate environmental sustainability as measure, and scale in 3-item, the 1th item responses rate affirmed that the organization possesses environmental policies tied to its strategic planning, management and processes with a high mean score of (X=3.18 and Std. =1.342). Similarly, 2nd item also affirmed that the organization seeks environmental quality throughout its productive with mean score of (X=3.37 and Std. =1.311). Finally, the 4th item indicates that environmentally harm-free practices are encouraged throughout the production process to sustain sustainability had a mean score of (X= 3.33 and Std. =1.338) Therefore, the response rates showed that there is a moderate rate of environmental

sustainability and observed as a factor to the study of on corporate sustainability in the oil and gas producing companies in Rivers State, Nigeria.

Analysis on Social Sustainability

Table 5: Descriptive Statistics on Social Sustainability

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error Std. Error
1. My organization considered the basic values of equity namely: education, quality of life, social capital, sense of place within and outside the organization.	98	3.27	1.281	.148	.244
2. My organization provides basic needs which focus on physical aspects of society and human life, such as health, housing, and food.	98	3.18	1.342	.179	.244
3. We give the highest priority and support to social homogeneity, access to goods, within the host communities.	98	3.33	1.338	.064	.244
Valid N (listwise)	98				

Source: SPSS Output 22.0, 2021

Table 5 indicate the response rate social sustainability as measure, and scale in 3-item, the 1th item was affirmed that the organization considered the basic values of equity namely: education, quality of life, social capital, sense of place within and outside the organization with moderate mean score of ($X= 3.27$ and Std. =1.281). Also the 3rd item also affirmed that the organization provides basic needs which focus on physical aspects of society and human life, such as health, housing, and food had a mean score of ($X=3.18$ and Std. =1.342). Finally, the 4th item indicates that the give the highest priority and support to social homogeneity, access to goods, within the host communities had a mean score of ($X= 3.33$ and Std. =1.338) Therefore, the response rates showed that there is a moderate rate of social sustainability and observed as a factor to the study of on corporate sustainability in the oil and gas producing companies in Rivers State, Nigeria.

Inferential Analysis

Inferential analysis focuses on the strength and direction of relationship between variables and inferring the findings from the sample to the population (Bryman & Bell, 2015). The researcher undertook correlation analysis to establish the underlying relationships between the independent and the dependent variables using the spearman rank order correlation coefficient tool at a 95% confidence interval. Specifically the test of hypothesis covers H_{O1} and H_{O2} which were stated in the null form. The correlation matrix relates to green recruitment/selection and the measures of corporate sustainability (environmental sustainability and social sustainability). These are as follows:

Table 6: Showed the Correlations Matrix on Green Recruitment/Selection and Corporate Sustainability

			Green Recruitment	Environmenta I	Social
Spearman's rho	Green Recruitment	Correlation Coefficient	1.000	.595**	.649**
		Sig. (2-tailed)	.	.000	.000
		N	98	98	98
	Environmental	Correlation Coefficient	.595**	1.000	.902**
		Sig. (2-tailed)	.000	.	.000
		N	98	98	98
	Social	Correlation Coefficient	.649**	.902**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	98	98	98

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

Source: SPSS Output 22.0, 2021

Test of Hypotheses 1

Ho₁: There is no significant relationship between green recruitment/selection and environmental sustainability of Oil and Gas producing companies in Rivers State.

The result of the Spearman Rank-order Correlation Coefficient (*rho*) in table 6 above showed the rank value of green recruitment and selection (*rho* = 0.595) and a (P-value at 0.000 which is P< 0.05%) had a moderate positive and significant relationship with environmental sustainability, Similarly, the test of for significance shows that the probability value is (0.000) < (0.05) level of significance; hence the researcher rejects the null hypothesis which state that there is no significant relationship between green recruitment/selection and environmental sustainability in Oil and Gas producing companies in Rivers State and concludes that there is a significant relationship between green recruitment/selection and environmental sustainability in Oil and Gas producing companies in Rivers State.

Test of Hypotheses 2

Ho₂: There is no significant relationship between green recruitment/selection and social sustainability of Oil and Gas producing companies in Rivers State

The result of the Spearman Rank-order Correlation Coefficient (*rho*) in the table 6 above showed the rank value of green recruitment and selection (*rho* = 0.649) and a (P-value at 0.000 which is P< 0.05%) had a strong positive and significant relationship with social sustainability, Similarly, the test of for significance shows that the probability value is (0.000) < (0.05) level of significance; hence the researcher rejects the null hypothesis which state that there is no significant relationship between green recruitment/selection and social sustainability in Oil and Gas producing companies in Rivers State and concludes that there is a significant relationship between green recruitment/selection and social sustainability in Oil and Gas producing companies in Rivers State.

DISCUSSION OF FINDINGS

The findings of the study showed that green recruitment/selection had no relationship with environmental sustainability with (*t-cal.* = 0.595 at *P*= 0.000) while the findings further indicates that green recruitment/selection had a statistical significant relationship with social sustainability with (*t-cal.* = 2.649 at *P* = 0.000) in the oil and gas producing companies in Rivers State, Nigeria. The findings corroborate with the conclusion of Ahamed, Ayham and Abdul (2018) that both of green human resource management and green supply chain management practices have a positive effect to sustainable performance in a joint manner. In fact, the results revealed that green human resource management practices have a direct effect on the sustainable performance, with the green supply chain management

practices mediating this effect. The result of the study also support the findings of Ullah (2017) which state that the implementation of green recruitment/selection in an organization is likely to result into efficiencies, economical utilization of resources, less wastage, improved job-related attitude, improved work/private life, lower costs, improved worker execution and maintenance which help organization to ensure environmentally sensitive, resource efficient and socially responsible workplace. Similarly, the findings of the study also gives credence to the conclusion of Milliman (2013) which state that green initiatives with incentives such as rewards and recognition have a significant impact on the employees' environmental influence and their personal lives. Sherine (2018) also found out that there is a good relation between green recruitment and selection practices in the supply chain and enhancing its performance and image.

CONCLUSION

The present study aimed to establish an empirical relationship between green recruitment/selection, and measures of corporate sustainability such as: environmental and social sustainability of oil and gas producing companies in Rivers State, Nigeria. Based on the findings of the study; it therefore, concluded that there is significant relationship between green recruitment/selection and environmental sustainability in the oil and gas producing companies in Rivers State, Nigeria. There is a positive and significant relationship between green recruitment/selection and social sustainability in the oil and gas producing companies in Rivers State, Nigeria.

RECOMMENDATIONS

The present study aimed to establish an empirical relationship between green recruitment/selection and corporate sustainability (environmental and social sustainability) of oil and gas producing companies in Rivers State, Nigeria. Based on the findings the study recommends that;

1. The management and general managers of oil and gas producing companies should consider green recruitment/selection in order to aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices and also target applicants who are sufficiently aware of greening knowledge, skills and behavior that conform to environmental management.
2. Oil and Gas firms should implement effective sustainability practices that will ensure that the ability of future generations to choose and fend for themselves is not seriously impaired by actions taken now
3. companies should target and select candidates with green awareness and green bend of mind, passionate to work with environment-friendly organizations

REFERENCES

- Achi, C. (2003). *Hydrocarbon exploitation, environmental degradation and poverty: The Niger Delta Experience*. In Proceedings of the Environmental Pollution Conference, Dublin, 78-94.
- Adnan M. R. (2018) *The impact of green human resource management on organizational environmental performance in Jordanian health service organizations*. Department of Business Management, The University of Jordan/ Aqaba Branch, Jordan
- Ahmad, S. (2015). Green human resource management: policies and practices. *Cogent Business & Management*, 2(1), 10-17.
- Åhman, E. A. (2013). Social sustainability - Society at the intersection of development and Maintenance. *Local Environment*, 18(10), 1153-1116. [doi:10.1080/13549839.2013.788480](https://doi.org/10.1080/13549839.2013.788480)
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green Human Resource Management Practices: A Review. *Sri Lankan Journal of Human Resource Management*, 15, 1-16.
- Arulrajah, A., & Opatha, P. (2016). Analytical and theoretical perspectives on green human resource management: A simplified underpinning. *International Business Research*, 9(12), 153-164.
- Atkinson, G., Dietz, S., & Neumayer, E. (2007). *Handbook of sustainable development*. Cheltenham. Edward Elgar Press.

- Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, 10(6), 1739.
- Boselie, P., Paauwe, J., & Jansen, P. G. W. (2001). Human resource management and performance: Lessons from the Netherlands. *The International Journal of Human Resource Management*, 1(2), 23-44.
- Brío, J. A. D., Fernández, E., & Junquera, B. (2007). Management and employee involvement in achieving an environmental action-based competitive advantage: an empirical study. *The International Journal of Human Resource Management*, 18(4), 491- 522.
- Brundtland, G. H. (1987). *Our Common Future, Chapter 2: Towards Sustainable Development*. <http://www.un-documents.net/ocf-02.htm>
- Deepika, R., & Karpagam, V. (2016). A study on green HRM practices in an organization. *International Journal of Applied Research*, 2(8), 426-429.
- Delmas, M., & Toffel, M. (2008). Organizational responses to environmental demands: Opening the Black Box. *Strategic Management Journal*, 29(10), 1027-1055.
- Diri, T. V. (2021). *Green human resources management and corporate sustainability of oil and gas producing companies in Rivers State*. An unpublished dissertation in the department of management sciences. University Press.
- Ehnert, I. (2009). *Sustainable Human Resource Management*. London: A Springer.
- Gallo, P. J., & Christensen, L. J. (2011). Firm size matters: an empirical investigation of organizational size and ownership on sustainability related behaviours. *Journal of Business and Society*, 5(2), 315-349.
- Highhouse, S., Hoffman, J. R., Greve, E. M. & Collins, A. E. (2002). Persuasive Impact of Organizational Value Statements in a Recruitment Context. *Journal of Applied Social Psychology*, 32(8), 1737-1755.
- Jackson E, S., Ones S, D., & Dilchert, S. (2012). *Managing Human Resources for Environmental Sustainability*. Jossey-Bass Press.
- Liebowitz, J. (2010). The role of HR in achieving a sustainability culture. *Journal of Sustainable Development*, 3(1), 50-57.
- Liu, W. (2010). The environmental responsibility of Multinational Corporation. *Journal of American Academy of Business, Cambridge*, 15(2), 81-88.
- Mandip, G. (2012). Green HRM: People management commitment to environmental sustainability. *Research Journal of International Science Congress Association*, 1(3), 244-252.
- Noronha, L., Manjush, H., & Monteiro, M. (2016). A Study in The Green Human Resource Management. *International Journal of Scientific Research and Modern Education*, 1(1).
- Opatha, H.H., & Arunrajah, A. A. (2014). Green human resource management: Simplified general reflections. *International Business Research*, 7(8), 101-112.
- Osuagwu, L. (2006). Market orientation in Nigerian companies. *Marketing Intelligence & Planning*, 24(6), 608-631.
- Polèse, M., & Stren, R. E. (2000). *The social sustainability of cities: Diversity and the management of change*: University of Toronto Press.
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: a review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Schaltegger, S. (2017). Linking environmental management accounting: a reflection on (missing) links to sustainability and planetary boundaries. *Journal of Social and Environmental Accountability*, 38(1) 19-29.
- Strand, R. (2014). Strategic leadership of corporate sustainability. *Journal of Business Ethics*, 123(4), 687-706.
- Tang, G. (2018). *Green human resource management practices: scale development and Partnerships*. 8th Edition ed. Cincinnati, OH: South-Western.

- Uddin, M. M., & Islam, R. (2016). Green HRM: Goal Attainment through Environmental Sustainability. *Journal of Nepalese Business Studies*, 9(1), 14-19.
- Ullah, M. M. (2017). Integrating environmental sustainability into human resources management: A comprehensive review on green human resources management (Green HRM) Practices. *Economics and Management*, 6(1), 14-19.
- Schuler, R., & E. Jackson, S. (2014). Human resource management and organizational effectiveness: Yesterday and Today. *Journal of Organizational Effectiveness: People and Performance*, 6(2), 82-91.
- WCED (Singer-Songwriter). (1987). *Our common future. World commission on environment and development*. Oxford University Press.
- Wehrmeyer, W. (1996). *Greening People: Human Resources and Environmental Management*. Sheffield: Greenleaf Publishing.
- Zoogah, D. B. (2011). The Dynamics of Green HRM Behaviors: A Cognitive Social Information Processing Approach. *German Journal of Human Resource Management*, 25(2), 117-139.