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GREEN RECRUITMENT AND SELECTION AND ORGANIZATIONAL AGILITY OF MULTINATIONAL OIL AND GAS COMPANIES IN NIGERIA

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ABSTRACT

This study examined the relationship between green recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) International (Multinational) Oil and Gas producing companies in Nigeria registered with the Department of Petroleum Resources. A census sampling was adopted hence, the entire five (5) International (Multinational) Oil and Gas producing companies in Nigeria were studied. However, for the purposes of data collection, 50 managers were used as respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating influence of green work perceptions. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria. Therefore, this study concludes that the adoption of recruitment and selection positively enhances organizational agility of multinational oil and gas companies in Nigeria through flexibility, adaptive capacity and sensitivity. Therefore, the study recommends that management of multinational oil and gas companies need to establish a recruitment portal and ensure that employees who are environment conscious are brought on board into the organization, they should also ensure that the brand image of the corporation portrays the green values of the organization.

Keywords: *Green Recruitment and Selection, Organizational Agility, Flexibility, Adaptability, Sensitivity*

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INTRODUCTION

Green recruitment and selection is a key factor in enhancing organizational agility. According to Jalal, Jehangir and Ullah (2017), green recruitment and selection is defined as "the process of selecting the most suitable candidate for a job by considering environmental and social factors". This process can benefit organizations in various ways. For example, it can help them attract and retain high-performing employees who are passionate about environmental protection. Additionally, green recruitment and selection can help organizations reduce their environmental footprint. By hiring employees who are committed to sustainability, organizations can reduce their consumption of resources and reduce their carbon emissions. Furthermore, green recruitment and selection can help organizations improve their reputation. By demonstrating a commitment to sustainability, organizations can build trust with their customers and gain a competitive advantage. Additionally, green recruitment and selection can help organizations save money. By investing in green initiatives, such as energy-efficient buildings and renewable energy sources, organizations can reduce their operational costs and become more financially stable. In conclusion, green recruitment and selection is a powerful tool for enhancing organizational agility, as it can help organizations attract and retain high-performing employees, reduce their environmental footprint, improve their reputation, and save money.

Mwita and Kinemo (2018) proposed two strategies for effectively implementing green recruitment and selection practices. First, they recommended that companies develop a comprehensive green recruitment and selection policy that outlines their green recruitment objectives and the selection criteria they will use to achieve them. This policy should be regularly reviewed and updated in order to ensure that it remains relevant and effective. Secondly, they suggested that companies provide training to recruiters and selection staff on green recruitment and selection practices, so that they are equipped with the knowledge and skills necessary to effectively implement them. This training should cover topics such as the importance of green recruitment and selection, the development of green recruitment policies, and the selection criteria that should be used to select green candidates. Furthermore, recruiters and selection staff should be encouraged to attend seminars and workshops to stay up to date with the latest developments in green recruitment and selection practices. By implementing these strategies, companies can ensure that their green recruitment and selection practices are effective and compliant with their organizational objectives.

The study conducted by Alavi and Aghakhani (2021) sought to understand the impact of green recruitment and selection on organizational agility. The findings of the study indicate that green recruitment and selection processes have a positive and significant impact on organizational agility. In particular, the findings suggest that effective green recruitment and selection processes can lead to faster decision making and better organizational outcomes. Furthermore, these processes also have the potential to reduce time-to-hire and cost. The findings of this study are particularly important as green recruitment and selection processes are becoming increasingly popular within organizations. Therefore, organizations should consider implementing these processes in order to increase their agility and improve their overall performance. Additionally, organizations should also focus on developing their green recruitment and selection processes in order to maximize their benefits. Overall, the findings of this study provide insight into how green recruitment and selection processes can enhance organizational agility and ultimately lead to improved performance.

Green recruitment and selection combined with organizational agility can lead to numerous benefits within an organization. A green recruitment and selection program can result in a diverse and experienced workforce that can bring fresh perspectives on challenges and create innovative

solutions. This can lead to higher productivity, and a greater focus on sustainability initiatives that can drive positive economic and environmental outcomes. Organizational agility stems from making quicker decisions and responding quickly to changes, allowing the organization to become more flexible and adaptive. When organizations recruit, select and retain personnel who possess both green and agile characteristics, they are able to drive comprehensive changes that can create a more efficient, successful, and sustainable organization. Therefore, the purpose of this study was to examine the relationship between green recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria.

This study was guided by the following objectives:

- Examine the relationship between green recruitment and selection and flexibility of multinational oil and gas companies in Nigeria
- Examine the relationship between green recruitment and selection and adaptive capacity of multinational oil and gas companies in Nigeria.
- Ascertain the relationship between green recruitment and selection and sensitivity of multinational oil and gas companies in Nigeria.

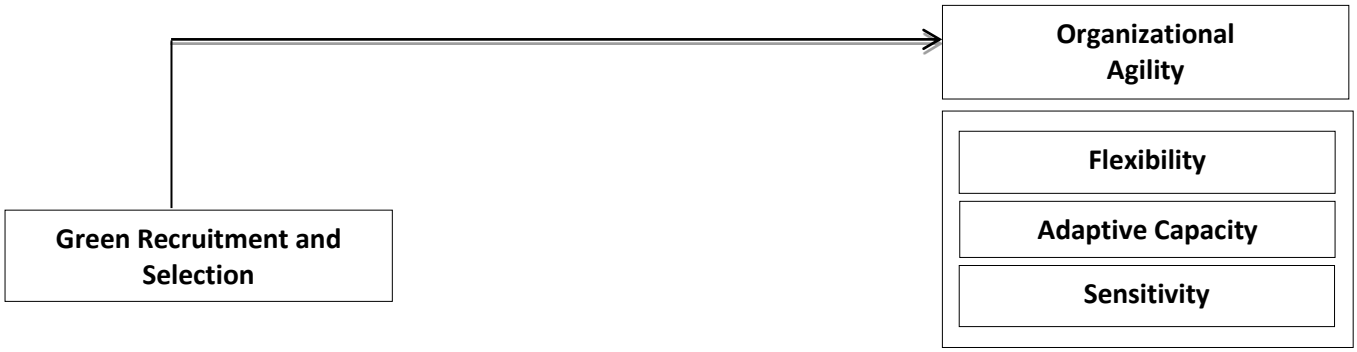

Figure 1: Conceptual model for the relationship between green recruitment selection and organizational agility

Source: Desk Research (2022)

LITERATURE REVIEW

Theoretical Foundation

Dynamic Capabilities Theory

Teece, Pisano, and Shuen (1997) introduced the Dynamic Capabilities Theory (DCT), also known as dynamic capacities theory. According to Teece *et al.,* successful firms in the international marketplace can reveal a timely response to market changes to speed up product and service innovation. Also, they can direct and reorganize internal and external capabilities in an effective manner. The DCT explains the way organizations invent firm-specific capabilities that arise as a result of environmental dynamics in the business. These variations relay market positioning, industry processes, and opportunities.

The Dynamic capabilities theory developed a model called appropriability regimes that provides an introduction to how a company avoids its innovation being copied by others. Dynamic capabilities are not an "isolated source of long-term competitive advantage." They act as a means to achieve resource configurations that help in short-term benefits in the transition of market opportunities (Wheeler, 2002). Dynamic capabilities thus generate resource formations that create value-adding strategies. Their benefits lie in soon, astute, and fortuitous applications than rivals (Eisenhardst & Martin, 2000).

According to Pavlou and El Sawy (2011), the dynamic capabilities view originates from Schumpeter's innovation-based competition where competitive advantage is based on the creative

destruction of existing resources and novel recombination into new operational capabilities. Schumpeter's contribution to theoretical development of dynamic capability was the recognition of the need to reconfigure resources in order to effectively respond to environmental dynamism. The concept of dynamic capabilities (DCs) is also the extension of resource-based view (RBV) for its ability to respond to rapidly technological change (Teece, 2007). Dynamic capabilities have lent value to the RBV arguments as they transform what is essentially a static view into one that can encompass competitive advantage in a dynamic context (Barney, 2001a, b). The concept of DCs exists because of dynamic interactions between firms' capability building and environment, and the needs to sustain competitive advantage through capability building. Teece, Pisano and Shuen (1997) developed the notion of dynamic capabilities as the capacity of the firms to renew competencies so as to achieve congruence with the changing business environment by adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies.

Dynamic capabilities mirror a company's capability to" accomplish "novel and state-of the-art systems of competitive advantage" (Nooteboom, 2009). The concept of dynamic capabilities arose from the "inert resource-based theory of competitive strategy to offer a theoretical background in capturing the evolution of the capabilities." "Incorporation of "the dynamic capabilities view enables the capturing of development of capabilities" that offer a global acceleration of the firm's market entry." The people shape the mode of dynamic capabilities within the company." (Weerawardena, Mort, Liesch, & Knight, 2007).

Green Recruitment and Selection

Green recruitment means paper free recruitment process with minimal environmental impact (Deepika & Karpagam, 2016). When dealing with HRM practices especially in Nigeria, environmentally sustainable development issues must be integrated into the recruitment process (Mandip, 2012). Such recruitment process involves the monitoring of long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments. This is achieved through recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups (Mandip, 2012). Green recruitment is defined as the process of recruiting new talent who are aware of the sustainable process, environmental system and familiar with the words of conservation and sustainable environment (Ullah, 2017). 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 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 is the process of using eco-friendly methods, tools and technologies in attracting and selecting suitable job candidates who are willing and able to fill available vacancies in a particular firm (Mwita, 2019). Although various criteria are always considered in selecting job candidates, willingness and ability of the candidates to conserve the environment are tested. Since recruitment and selection plays a vital role in hiring employees, green initiatives should be well integrated at this stage. This will help to ensure that candidates who are willing and able to take green initiatives are hired. This will also make easier for organizational s to instill green behaviour and green culture to the newly hired employees.

In today's global environment, obtaining high-skilled and professional workers is a major problem for HRM (Jabbour & Renwick, 2018). To recruit young talents who are aware of green organizations and environmental challenges, several companies,

particularly MNCs, advertise them as GHRM practitioners (Siyambalapitiya, Zhang & Liu, 2018). As a result, job candidates are tailoring their resumes to meet the new company's green policies and environmental reputation. Environmentally conscious organizations, in general, have their own environmental policy framework and to implement their environmental goals, businesses require an environmentally conscious staff (Kim, Kim, Choi, & Phetvaroon, 2019; Kim *et al.,* 2017). The organizations have two alternatives for developing an environmentally conscious workforce: green recruitment or providing essential environmental protection training, development, education, and awareness to the existing staff Kim *et al.,* 2019). In comparison to the second option, green recruitment is a proactive method that is more cost effective. As a result, it is critical for businesses to seek the best green hiring practices. Some organizations combine corporate environmental policies and initiatives with the company's recruitment policy in the context of recruitment (Zubair & Khan, 2019; Jabbour & Renwick, 2018). According to a survey performed by the British Carbon Trust, more than 75 percent of employees prefer to work for a company that is committed to reducing pollution through environmental policies (Hussain, 2018).

This aspect relates to the environmental strategy used for recruiting and selecting green employees through the greening efforts of criteria established, communication of organizational preference in such recruitment, and the criteria of the employees – those with competency and attitudes towards corporate environmental management. Green recruitment works towards reducing paper and use online application and interviews (Jirawuttinunt & Limsuwan, 2019). Additionally, employees who are talented and creative are generally attracted to the environmental reputation and image of the firm (Ahmad, 2015; Deshwal, 2015; Renwick *et al.,* 2013; Linnenluecke & Griffiths, 2010; Harb & Ahmed, 2019). Skilled and creative people hiring contributes to the firms' competitive advantage (Harb & Ahmed, 2019) and boosts their opportunities and growth, business expansion and levels of profitability (Harb & Ahmed, 2019).

Green recruitment is considered as one of the HRM practices that provides a firm with an opportunity to introduce green HRM initiatives to the prospective job applicants. Hiring and sustaining talented employees is known as the most challenging issue that human resource managers faced in global environment (Sudin, 2011). Business organizations now market themselves as environmental conservatives in order to attract highly smart professionals with fabulous green knowledge, who are also adopting green practices. On the other hand, job seekers also preparing themselves as green employees according to international standard of green culture. Green employees also favor firms whose central businesses are providing environmental protection and social responsibility (Masri & Jaroon, 2017). In the job analysis process, job description, and job specification firms should include and press on environmental aspects, and what is expected out of selected candidates should be explained clearly as well (Renwick *et al.,* 2013).

According to research findings of Wehrmeyer (1996) job description should include statements that clarify and assure the importance of environmental reporting. Second, induction training for new comers should be centered on providing information about environmental protection policies, values, and green goals of the firm. Third, interviews should be designed to evaluate prospective applicants' qualifications with the firm greening plans. Razab *et al.* (2015) proposed that when interviewing prospective applicant, environmental related questions should constitute a leading portion of the interview criteria. Arulrajah *et al.* (2015) stated that firms can develop the support necessary to succeed in their endeavor to protect the environment through designing environmentally concerned new jobs, or connecting environmental tasks into each position duties and responsibilities in order to concentrate particularly

on firms' environmental management aspects. During shortlisting of applicants' selection criteria should ensure choosing the best environmentally committed applicants who were concerned with firms greening programs (Jose Chiappetta Jabbour, 2011).

Although recruitment and selection are synonymously considered, there are differences between them as clarified by Bratton and Gold (2012). The authors referred to recruitment as the process of producing a pool of employees who are capable of applying for employment, while selection is the manager's used instruments to select a candidate from an applicants' pool, aligned with the goals of management and the requirements of the legal processes. The correct candidate has to be selected for successful business as organizations are not likely to succeed without employees who are qualified (Mathis & Jackson, 2011). Based on the green perspective, green selection is selecting green people, those who are committed and sensitive to the environmental issue, and thus can contribute to the company's environmental management (Jabbour *et al.,* 2010:1057). Environmentally managed firms should thus choose committed people who are environment sensitive. Literature dedicated to the selection of such employees with the right technical knowledge of environmental management is still limited (Jabbour, 2011).

Organizational Agility

The concept of agility refers to the ability to quickly and easily make move through fast thinking or a thoughtful approach. The origin of the concept was derived from the term "agile production" which has been in existence in the literature for a long period (Mehrabi, Siyadat, Lameh, & 2013). Organizational agility is the ability to survive and grow in an unexpected business surrounding and constant change via frequent market changes and still meet up providing the wants of stakeholders such as government, employees, host communities, and others (Gunasekaran, 1999). The Organizational Agility (OA) is one of the methods for responding to these changes and revolution factors. Indeed, OA is a new paradigm for engineering competitive organizations and firms. Today, the organizations must have different competitive features to compete; otherwise, they will move towards annihilation. (Nafei, 2016).

Similarly, Zain, Rose, Abdullah, and Masrom (2005) noted that given that human mind capabilities are shortened in terms of understanding critical changes that take place in the environment surrounding, this is also applied to the complexity of today's business surroundings. The adoption of OA has become a necessity that organizations need for quick movement of employees be characterized by agility, decision-making, and agility in performing the job functions. The adoption of OA is done in a way to get workers engaged at work devoting all their efforts, feelings, and realization in order to reach a firm's organizational goals (Markos & Sridevi, 2010; Warr & Inceoglu, 2012). Also, OA plays a critical function in the life of the organization as it aids personnel with knowledge, high skills, restructuring and organizational processes, and adoption of new technological device (Sherehiy, 2008).

Organizational agility is the ability to continuously and adequately adjust and adapt in appropriate time the strategic direction in core business in relation to changing circumstances. This may include creating new products and services or creating new business models and innovative ways to create value for the company (Swafford *et al.,* 2006). The performance of a company depends on its activities and activities of its competitors, customers, suppliers, partners and governments. These activities could wholly be referred to as the business environment. The current business environment characterized by intense technological innovation, powerful customers with diverse requirements and short product life cycle in a global economy have significantly shortened market visibility and increased uncertainty (Swafford *et al.,* 2006).

Organizational agility is the ability to leverage value-chain-wide resources to turn on a dime, providing the right product at the right price anywhere (Roth, 2012). This kind of agility requires a company to 'transcend manufacturing boundaries' to develop 'fluid operations' (Roth, 2012). Thus, strategic agility requires a firm to metamorphose from a mechanistic working machine to knowledge factory into an organic, accelerated learning organization that produces knowledge as key by product. Hence, we can see the emergence of knowledge as the most important organizational asset to achieve strategic agility. This is in concurrence with knowledge-based view of the firm, which contends that, the most important and strategic resource of a firm is its knowledge base (Grant, 2012).

Measures of Organizational Agility

Flexibility

According to Gabriel, George and Adim (2021) organizational flexibility refers to the extent to which firms react rapidly to changes in a business environment to seize potential opportunities. Lee, Pak and Lee (2013) suggest that the flexibility is the capability of a firm that adapts to market demands, creates a lower cost with fast delivery in response to customer demands without compromising product quality, while ensuring profitability. Flexibility is commonly defined as the ability to respond effectively and efficiently to changing circumstances (Schmenner & Tatikonda, 2005). Torren (2013) defined flexibility in business as the ability of a company to make whatever internal changes that is necessary to respond effectively to the changing outward environment of the organization as quickly as possible.

According to Escrig-Tena *et al.* (2011), flexibility refers to a firm's capacity to respond quickly to challenges, rethink its activities and strategy, and more effectively satisfy environmental demands. Flexibility is not a goal in itself, but a means to an end (Bernardes & Hanna, 2009). Flexibility refers to the innate ability to alter one's current course in capability to accommodate and successfully adapt to changes in the environment. Organizational flexibility refers to a firm's capability to recognize environmental dynamics and quickly tap into sources in order to initiate new operations in response to these dynamics (Dehghan-Dehnavi & Nadafi, 2010).

Adaptability

Adaptability is an aspect of resilience that reflects, learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Walter, et al., (2006). According to Bowden (1946) researching the past world war, adaptive capability is the ability or inclination of individuals or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances. Adaptability is addressed in this context through two approaches; socio environmental and organizational (Mc Manus, *et al;* 2008).

Dalziell and McManus (2004) define adaptive capacity as the ability of the system to respond to changes in its external environment, and to recover from damage to internal structures within the system that affect its ability to achieve its purpose. Starr *et al.* (2003) discuss the importance of adaptation and note that the aim is to create advantages over less adaptive competitors. This suggests that adaptive capacity is also linked to competitiveness. Adaptive capacity was also later defined as the measure of the culture of the organization that allows it to make decisions in a timely and appropriate manner both in day-to-day business and also in crises periods (McManus, 2007). Adaptive capacity considers aspects of an organization such as the leadership and decision-making structures, the flow of information and knowledge and the degree of creativity and flexibility that the organization promotes or tolerates. Therefore, the rapidity and swiftness with which organizations operate can be attributed as a function of its adaptability.

Sensitivity

Strategic sensitivity is defined as the sharpness of perception of, and the intensity of awareness and

attention to, strategic developments (Doz & Kosonen, 2010). Strategic sensitivity means being open to as much information, intelligence and innovations as possible by creating and maintaining relationships with a variety of different people and organizations (Doz & Kosonen, 2008). Strategic sensitivity is a combination of foresight, insight and simple probing, with the most importance on insight (Doz & Kosonen, 2008). According Sull (2009) defines the same phenomenon as consistently identifying and seizing opportunities more quickly than the competitors. According to him, companies need to have shared real time market data that is detailed and reliable; small number of corporate priorities in order to focus efforts; clear performance goals for teams and individuals; and mechanisms to hold people accountable and to reward them (Sull, 2009). What it takes from the management is following the flow of information, sustaining a sense of urgency, maintaining focus on critical objectives, and recruiting entrepreneurial employees (Sull, 2009). Strategic sensitivity relies on foresight, exploration, gaining perspective and generality. It thus requires the ability to stay apart and detached from daily operations, which means having free time for sensing (Adim & Maclayton, 2021).

Green Recruitment/Selection and Organizational Agility

Fapohunda, Genty and Olanipekun (2022) conducted a study that 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. The population of the study was three hundred and seventy one (371) employees from 3 selected manufacturing firms namely Intercontinental Distillers Limited, Shonghai Packaging and Purechem Manufacturing Ltd. Respectively. The hypotheses for the study were tested with regression and correlation analysis. Findings indicated that green recruitment and selection practices significantly affect organizational sustainability. The study concluded that since green recruitment and selection practices significantly affects organizational sustainability, then manufacturing Firms must uphold and incorporate these practices into their corporate agenda to promoting their sustainability. This study was conducted among selected manufacturing firms in Ogun State, Nigeria, while the current study focused on multinational oil and gas companies in Nigeria thus indicating a contextual gap.

Also, Baridam and Diri (2021) carried out a study which examined relationship between green recruitment/selection and corporate sustainability in oil and gas producing companies in Rivers Sate. The study adopted a cross-sectional survey design. The population of the study which comprised 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. This study was conducted among oil companies in Rivers Stata while the current study focused on multinational oil and gas companies in Nigeria thus indicating a geographical gap.

Also, Mwita and Kinemo (2018) examined the role of green recruitment and selection on performance of processing industries in Tanzania: A case of Tanzania tobacco processors limited (TTPL). The study used a case study design through which Tanzania Tobacco Processors Limited (TTPL) located in Morogoro Municipality, Tanzania was selected. A total of 72 respondents out of 212 permanent

employees of the company were sampled for the study. The sample size was made up of 34% of the total population. Cronbach's Alpha Coefficient was used to test reliability of the questionnaire used for data collection. The coefficient was found to be 0.81 and since 0.81 > 0.7 the questionnaire used was reliable hence fit for data collection. In order to test for validity of the questionnaire a pilot study was done to 9 respondents who filled the questionnaires and later explained difficulties they faced in understanding the questions asked. It was found that green recruitment and selection practices are in place and that they contribute in attracting more qualified job candidates. The study also found a linear relationship between green recruitment and selection and performance. This study was conducted in Tanzania while the current study will focus on multinational oil and gas companies in Nigeria thus indicating a contextual gap. Also, the previous study used a case study while the current study used a cross sectional survey, thereby indicating a methodological gap.

The study of Haridas and Sivasubramanaian (2016) investigated the degree of impact of green HRM practices on firm performance. One of the independent variables studied was green recruitment. The study used a convenient sampling which was 100. Data was tested using correlation regression. From the model used, regression coefficient for green recruitment was 0.144, which implies that one unit variation (increase) in green recruitment results in 0.144-unit variations (increase) in firm performance if other independent variables are kept constant. The value of "t" is 2.119 which is significant at .05. This shows that the variable green recruitment had positive impact on firm performance. This previous study used a regression analysis while the current study used correlational analysis, thereby indicating a methodological gap.

Based on the foregoing argument, the study thus hypothesized that:

H_{o1}: There is no significant relationship between green recruitment/selection and flexibility of multinational oil and gas companies in Nigeria

H_{o2}: There is no significant relationship between green recruitment/selection adaptive capacity of multinational oil and gas companies in Nigeria

H_{o3}: There is no significant relationship between green recruitment/selection and sensitivity of multinational oil and gas companies in Nigeria.

METHODOLOGY

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) International (Multinational) Oil and Gas producing companies in Nigeria registered with the Department of Petroleum Resources. A census sampling was adopted hence, the entire five (5) International (Multinational) Oil and Gas producing companies in Nigeria were studied. However, for the purposes of data collection, 50 managers were used as respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating influence of green work perceptions. The tests were carried out at a 0.05 significance level.

DATA ANALYSIS AND RESULTS

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1 shows the result of correlation matrix obtained for green recruitment/selection and organisational agility measures which is used to answer the research question 1. Also displayed in the table is the statistical test of significance (p - value), which enables us to test hypotheses 1-3 and also generalize our findings to the study population.

Table 1: Correlations Matrix for Green Recruitment and Organizational Agility Measures

			Green Recruitment	Flexibility	Adaptive Capacity	Sensitivity
Spearman's rho	Green Recruitment	Correlation Coefficient	1.000	.714**	.884**	.481**
		Sig. (2-tailed)	.	.000	.000	.000
		N	45	45	45	45
	Flexibility	Correlation Coefficient	.714**	1.000	.562**	.197
		Sig. (2-tailed)	.000	.	.000	.196
		N	45	45	45	45
	Adaptive Capacity	Correlation Coefficient	.884**	.562**	1.000	.161
		Sig. (2-tailed)	.000	.000	.	.290
		N	45	45	45	45
	Sensitivity	Correlation Coefficient	.481**	.197	.161	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	45	45	45	45

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

Source: SPSS Output version 23.0

H_{o1}: There is no significant relationship between green recruitment & selection and flexibility of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.714 on the relationship between green recruitment & selection and flexibility. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in flexibility was as a result of the adoption of green recruitment. Therefore, there is a positive and strong correlation between green recruitment & selection and organizational agility of multinational oil and gas companies in Nigeria. Similarly displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the significance level was 0.000. The sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between green recruitment & selection and flexibility of multinational oil and gas companies in Nigeria.

H_{o2}: There is no significant relationship between green recruitment & selection and adaptive capacity of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.884 on the relationship between green recruitment & selection and adaptive capacity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in adaptive capacity was as a result of the adoption of green recruitment. Therefore, there is a positive and very strong correlation between green recruitment & selection and organizational agility of multinational oil and gas companies in Nigeria. Also displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.22, the significance level was 0.000. Thus, the sig-calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null

hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between green recruitment & selection and adaptive capacity of multinational oil and gas companies in Nigeria.

H_{o3}: There is no significant relationship between green recruitment and sensitivity of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.481 on the relationship between green recruitment & selection and sensitivity. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in sensitivity was as a result of the adoption of green recruitment. Therefore, there is a positive and moderate correlation between green recruitment & selection and organizational agility of multinational oil and gas companies in Nigeria. Also displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the significance level was 0.000. Therefore, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Thus, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between green recruitment and sensitivity of multinational oil and gas companies in Nigeria.

DISCUSSION OF FINDINGS

The findings revealed that there is a strong positive significant relationship between green recruitment and the measures of organizational agility. This finding agrees with the study of Fapohunda, Genty and Olanipekun (2022) who conducted a study that examined the effect of green recruitment and selection practices on organizational sustainability among selected manufacturing firms in Ogun State, Nigeria. Findings from the study showed that green recruitment and selection practices significantly affect organisational sustainability. The study concluded that since green recruitment and selection practices significantly affects organisational sustainability, then manufacturing Firms must uphold and incorporate these practices into their corporate agenda to promoting their sustainability.

Also, another study that agrees with this study is that of Baridam and Diri (2021) who carried out a study which examined relationship between green recruitment/selection and corporate sustainability in oil and gas producing companies in Rivers Sate. The study findings revealed that there is a positive significant relationship between green recruitment/selection and corporate sustainability. To further support this is the findings of Mwita and Kinemo (2018) who examined the role of green recruitment and selection on performance of processing industries in Tanzania. It was found that green recruitment and selection practices are in place and they contribute in attracting more qualified job candidates. The study also found a linear relationship between green recruitment and selection and performance. Further, the study recommends institutionalization of green recruitment and selection and other green HRM practices in order improve organizational performance.

Noteworthy, is the fact that the current study finding aligns with the findings of an earlier study of Haridas and Sivasubramanaian (2016) who investigated the degree of impact of green HRM practices on firm performance and found that the variable green recruitment had positive impact on firm performance.

CONCLUSION AND RECOMMENDATION

This study concluded that the adoption of green recruitment and selection positively enhances organizational agility of multinational oil and gas companies in Nigeria through flexibility, adaptive capacity and sensitivity.

Therefore, the study recommended that management of multinational oil and gas

companies need to establish a recruitment portal and ensure that employees who are environment conscious are brought on board into the organization, they should also ensure that the brand image of the corporation portrays the green values of the organization.

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