**The Moderating Role of Green Work Climate
Perceptions on Green Human Resource
Management and Organizational Agility of
Multinational Oil and Gas Companies in Nigeria**
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The Moderating Role of Green Work Climate Perceptions on Green Human Resource Management and Organizational Agility of Multinational Oil and Gas Companies in Nigeria

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Crossref

Abstract

Purpose: This study examined the moderating role of green work climate perceptions on the relationship between green human resource management and organizational agility 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.

Findings: Findings revealed that green work climate perceptions significantly moderate the relationship between green human resource management and organizational agility of multinational oil and gas companies in Nigeria.

Recommendations: Therefore, the study recommends that with the increasing trend of shouldering environmental responsibility, Management of multinational oil and gas companies have realized that green organizational initiatives should be supported and implemented by employees' human behavior, leading to effective environmental performance.

Keywords: *Green Climate Perceptions, Green Human Resource Management, Organizational Agility, Flexibility, Adaptability, Sensitivity*

1.0 INTRODUCTION

In today's 21st century of globalized and knowledge-based economy, no organization can survive and achieve industry competitive advantage without agile workforce, information technological capability and strategic foresight be it developed, emerging and developing economies. As emphasized by Al-Romeedy (2019) that organizations in different industries including oil and gas industry faced a lot of challenges in attaining targeted competitive advantage due to rapid and fast fluctuation of visible and invisible forces like technological development, globalization, innovation, creativity, and changing customers' preferences in the business environment. Rohr beck and Kum (2018) asserted that strategic agility enhances firm's future preparedness and powerful predictors for becoming an outperformer in the industry, for attaining superior profitability, and for gaining superior market capitalization growth. They further emphasized that organizations with strategic agility character gain strategic foresight in securing future superior performance and competitive advantage.

Organizations are constantly facing change. Globalization, fast technological advances, competition, disruptive business models, emerging new markets, constantly evolving consumer preferences – are daily challenges for most big and small organizations. Combined with more traditional risks of business and economy lifecycles, these everchanging challenges force organizations to become more efficient and agile in order to survive (Zientara & Zamojska, 2018). Organizational agility is a company's ability or capacity to continuously adjust and adapt its strategic direction by identifying and decisively seizing major, game-changing opportunities when they arise. Like other forms of agility, such as operational agility, portfolio agility and organizational agility, the underlying idea is being quick on your feet, nimble, responsive, always at alert. However, in the case of strategic agility, the focus is on the need for the flexible, fast adaptive strategy formation. Organizational strategies and policies can only be successfully implemented through human resource and thus, environmental thinking and operations should be consistent with positive vision that directs employees towards the realization of environmental practices and initiatives (Acquah, Agyabeng-Mensah &Afum, 2020).

Human resource is the bedrock of any organization; they are a vital and significant resource that helps give the organization an edge. Organizations today especially in Nigeria are working towards a technology-driven entity and the management of human resources requires technology. Technologically generated data is needful for the analysis of human resource from the point of candidate attraction to the point of employee retention (Biriowu & Kalio, 2020).

The concept of green human resource management (GHRM) emerged in the corporate world as a result of environmental sustainability rules and awareness (Peerzadah, Mufti & Nazir, 2018). Literature shows that green HRM covers the awareness of environmental issues and promotes social and economic well-being of the organizations and their employees viewed from a general point of view. It is useful in minimizing carbon fingerprints and costs, promoting efficiency and environmental awareness of employees, and launching green work-life balance initiatives for them (Ahmad, 2015; Nijhawan, 2014). In fact, HRM has a key role in integrating the strategy of sustainability within the organization in the hopes of developing skills, motivation, values and trust among employees to accomplish and maintain the triple bottom line (people, planet and profit) (Uddin & Islam, 2015). HRM support towards environmental management is commonly referred to as green human resource management (GHRM) (Anusingh & Shikha, 2015). In particular, GHRM is described as the HRM policies use in supporting resource usage sustainability in the

organization and in driving the advantages of environmental management. The GHRM-related practices are robust tools that organizations can avail from in their HRM green operations. Lack of human resources and sustainable policies implementation would lead to failure to going green initiatives.

Green work climate perceptions refer to individuals' attitudes and beliefs about environmental sustainability and their willingness to take action to address environmental issues. People with high levels of green work climate perceptions are more likely to prioritize environmental sustainability in their decision-making, and they may be more motivated to take actions that contribute to a more sustainable future, such as reducing their carbon footprint or supporting policies that promote sustainability (Tuan, 2021).

Green work climate perceptions can be influenced by a variety of factors, including personal values, education, and exposure to environmental issues. Research suggests that building a culture of environmental sustainability within organizations can also help to promote green work climate perceptions among employees, leading to more environmentally sustainable practices and improved business performance (Ibnou-Laaroussi, Rjoub & Wong, 2020). Overall, it is evident that green work climate perceptions have made an invaluable impact on our understanding of how we interact with the environment. Therefore, the purpose of this study was to examine the moderating role of green work climate perceptions on the relationship between green human resource management and organizational agility of multinational oil and gas companies in Nigeria.
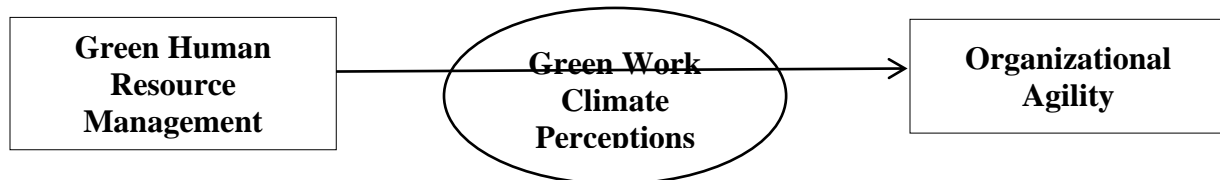

Figure 1: Conceptual Model for the Moderating Role of Green Work Climate Perceptions on the Relationship between Green HRM and Organizational Agility

Source: Desk Research, 2023

2.0 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 Human Resource Management

Green human resource management (GHRM) is emerging as a significant area in management (Mehta & Chugan, 2015). It is defined as the process of ensuring that the management system practiced in an organization is ecologically balanced and environmentally affable (Kapil, 2015). Most of the definitions on GHRM by different authors are quite similar except with little differences. The main focus of this concept is the reflection of 'green' as an environmental system in defining the practices of HRM. For instance, Opatha and Arulrajah (2014) define GHRM as the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.

Similarly, Rana and Jain (2014) perceived GHRM from a model perspective, which is defined as an employment model designed to assist industry professionals in retaining, recalling, preserving and developing the talent needed to ensure that future business initiatives and strategies are met. In the word of Prasad (2013), GHRM is often used to refer to the contribution of HR policies and practices towards the broader corporate environmental agenda of sustainable use of natural resources. This definition is supported by Opatha (2013) and Opatha and Arulrajah (2014), as the authors pinpoint that GHRM entails the structuring of policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment and the business. Renwick et al, (2008) concluded that GHRM is the integration of corporate

environmental management into HRM. It is the contribution of people management policies and activities towards the organization's goals (Chowdhury, Sanju & Asaduzzaman, 2017). According to Mandip (2012), GHRM is the use of every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability.

Jabbour *et al.* (2010) first revealed that the greening of functional dimensions of HRM such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is the reason for GHRM. While in 2011, the author (Jabbour, 2011) came back to re-define GHRM as the 'level of the greening of HRM practices' in terms of functional and competitive dimensions of HRM. Mehta and Mehta (2017) provided a broader view where the authors emphasised that GHRM incorporates environment-friendly HR commencement and practices for sustainable use of resources. This resources, however, help in attaining at an optimum level of efficiencies, less wastage, improved job-related attitude, improved work/private life, lower costs, improved employee performance and retention.

Green Human Resource Management (GHRM) refers to the environmental management that is related to HRM and its main objective is the use of HRM in preventing pollution using the operational processes of the organization (Renwick *et al.,* 2013). GHRM practices entail the use of traditional HRM practices consistent with environmental objectives and the strategic HRM dimensions of the firm (Gholami *et al.,* 2016). Indeed, GHRM has been defined in different ways by researchers. To begin with, in organizational perspective, GHRM was defined as the entire tasks and duties appropriated to the development and creation of a system that makes human resource aware of the environment in their private and professional lives (Kirti, 2019; Jirawuttinunt & Limsuwan, 2019). Zoogah (2011) define green HRM as management practices and philosophies concerned with sustainable environmental use of business resources, without adversely affecting the natural resources (Zoogah, 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).

Concept of Green Work Climate Perceptions (GWCP)

The terms, 'green psychological climate' (Zhou, Zhang, Lyu & Zhang, 2018), 'pro-environmental organizational climate' (Norton *et al.,* 2015b), 'green organizational climate' (Zientara & Zamojska, 2018) and 'green work climate' (Norton, Zacher & Ashkanasy, 2014) are used interchangeably. All these constructs contribute to similar organizational outcomes, such as green product development performance (Zhou *et al.,* 2018), pro-environmental behaviour (Zientara & Zamojska, 2018; Norton *et al.,* 2015b) and employee green behaviour (Norton *et al.,* 2014).

The concept of green work climate is used in this study as it captures employee perceptions regarding the organization and individual co-workers towards environmental sustainability (Norton *et al.,* 2014). The view is built on theory of normative conduct established by Cialdini, Reno, and Kallgren (1990). The climate perception of an organization is similar to injunctive norm, where if an employee perceives his or her organization's policies, practices, and procedures are supporting of and approve or disapprove of environmental behaviours (Cialdini *et al.,* 1990; Norton *et al.,* 2015b; 2014). Meanwhile, the climate perceptions of co-workers are related to descriptive norms; if an employee perceives that his or her co-workers behave in an environmentally friendly manner at work, then this will further induce him or her to exhibit environmentally friendly behaviour (Norton *et al.,* 2015; 2014).

While working in an organization, employees make sense of their workplace by translating the surrounding indications. Such collective sense-making is the root to frame organizational climate that refers to employees' common perceptions of organizational policies, practices, and procedures representing contextual gauges that symbolize the behaviors that are valued, maintained, and expected in a work context (Schneider, 1975; Zientara and Zamojska, 2018; Veld and Alfes, 2017).

Employees share their perceptions while working and interacting in the same work environment as they have similar information and experiences and participate in joint discourse and discussion, which forms collective metaphors and shared construal of the work setting (Babnik *et al.,* 2014). The patterns of encounters and experiences that individuals face in their organizations influence their decision-making about what constitutes appropriate and desired behavior at the workplace (Zohar and Luria, 2005). Work climate is further realized while interacting with other members at the workplace. If employees find that their coworkers exhibit environmentally friendly behaviors at work, such colleagues' activities would further provoke them to display environment-friendly behaviors (Norton *et al*, 2014, 2015, & 2014). In sum, two key dimensions of green work climate perceptions have been identified: information from colleagues and information about the organizational policy.

A green work climate can be expressed as socially acceptable beliefs, attitudes and needs, with the support of organization and acceptable reasons for action towards environment (Norton *et al.,* 2015b; Salancik & Pfeffer, 1978). Succinctly, if employees perceive and interpret their organization's policies, procedures, practices, work environment and company targets associated with environmental sustainability, this would further encourage and promote PEB among employees (Zhou *et al.,* 2018). It is believed that individual's behaviour is partly influenced by the social system belief (Zientara & Zamojska, 2018).

Past empirical studies have evidenced that green work climate is significantly related to PEB (Das, Biswas, Munshi & Uddin, 2019; Norton *et al.,* 2015b; 2014; Robertson & Carleton, 2017; Zientara & Zamojska, 2018; Zhou *et al.,* 2018). Pro-environmental behaviour can be known as a type of voluntary behaviour or citizenship behaviour (Kim, Kim, Han, Jackson & Ployhart, 2017; Paille & Mejia-Morelos, 2014).

The initiatives taken by the universities in Malaysia to transform their institutions into green campus have included sustainability policy and planning, teaching, research, and promoting practices for environmental conservation (Hussin & Velan, 2015). Sustainability initiatives and organizational values that have been effectively communicated to the employees will lead to the positive perception of green work climate and help promote PEB (Norton *et al.,* 2014 Norton *et al.,* 2015b). As such, if co-workers and organizations strongly support the demonstrations and practices that are environmentally friendly, employees would be more actively engaged in practicing PEB, such as energy savings, involve in recycling activities, water savings, etc.

Empirical Review

Ng, Choong, Tee, Kuar, Teoh and Chen (2019) carried out a study on the influence of green work climate perceptions and harmonious environmental passion on pro-environmental behaviour (PEB). Additionally, the mediating effect of harmonious environmental passion between green work climate and PEB was determined. A total of 167 academics from a private university in Malaysia participated in this study. The results from Partial Least Square – Structural Equation Modelling suggested that green work climate and harmonious environmental passion positively influence PEB. Apart from this, harmonious environmental passion partially mediates the relationship between green work climate and PEB. The results indicate that leaders should actively shape the perception of green work climate within their organizations through policies and procedures that support environmental sustainability efforts, as well as effectively communicate with their employees as such efforts will lead to greater harmonious environmental passion, in

turn, promoting pro-environmental behaviour among members. The previous study was conducted among academics from a private university in Malaysia while the current study focused on multinational oil and gas companies in Nigeria, thereby indicating a contextual gap.

Rubel, Kee and Rimi (2021) carried out a study on how green work climate perceptions mediate the relationship between green human resource management (GHRM) and pro-environmental behavior. Results based on a sample of 397 supervisors show that GHRM had a significant relationship with green work climate perceptions. Green work climate perceptions were associated with pro-environmental behavior. Green work climate perceptions partially mediated the relationship between GHRM and pro-environmental behavior, suggesting green work climate perceptions as a mechanism explaining why GHRM may promote sustainable employee behavior at the workplace. These findings contribute to HRM's extended value in environmental concerns by illuminating new thoughts on the intervening mechanisms that link them with sustainable employee behaviors. Drawing insights from ongoing research on GHRM's role in enabling workplace sustainability, the paper reflects on what GHRM means for employees from the sustainable ready-made garment, the second-largest labor-intensive industry in Bangladesh. The findings also shed new light on the psychological mechanism that links GHRM and pro-environmental behavior. The previous study was conducted among academics from a labor-intensive industry in Bangladesh while the current study focused on multinational oil and gas companies in Nigeria, thereby indicating a contextual gap.

Based on the foregoing argument, the study hypothesized that:

H_{01}: Green climate perception does not significantly moderate the relationship between human resource management and organizational agility of multinational oil and gas companies in Nigeria.

3.0 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.

4.0 FINDINGS

The multivariate analysis in this section examines the assumed role of organizational climate (trust and autonomy) as a moderator in the relationship virtual work management and efficiency of multinational oil and gas companies in Nigeria. The Decision rule is that if the difference between the zero-order correlation and the controlled correlation < 0.01, then there is no significant difference, and the null hypothesis is accepted.

However, we commenced by first presenting a proof of existing relationships using a scatter graph.
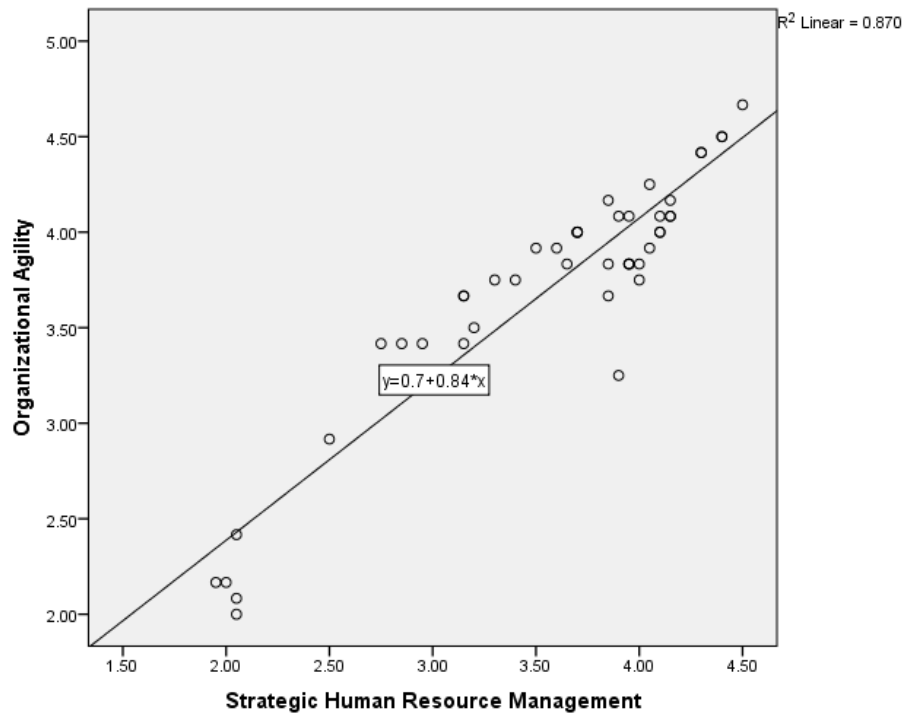
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Figure 2: Scatter Plot the Relationship between Green Human Resource Management and Organizational Agility

The scatter plot graph in Figure 2 shows at R^2 (0.870) linear line depicting a strong viable and positive relationship between the two constructs. The implication is that an increase in green human resource management at the same time brings about an increase in the level of organizational agility. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration. The positive relationship is evidenced by the pattern of the points moving upwards from left to right. This positive relationship indicates that a higher value of the dependent variable is associated with higher values of the independent variable.

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Table 1: Moderating Role of Green Work Climate Perceptions

Control Variables			Green Human Resource Management	Organizational Agility	Green work Climate Perceptions towards Organization
-none-[a]	Green Human Resource Management	Correlation	1.000	.933	.484
		Significance (2-tailed)	.	.000	.001
		Df	0	43	43
	Organizational Agility	Correlation	.933	1.000	.529
		Significance (2-tailed)	.000	.	.000
		Df	43	0	43
	Green work climate perceptions Towards Organization	Correlation	.484	.529	1.000
		Significance (2-tailed)	.001	.000	.
		Df	43	43	0
Green work climate perceptions Towards Organization	Strategic Human Resource Management	Correlation	1.000	.911	
		Significance (2-tailed)	.	.000	
		Df	0	42	
	Organizational Agility	Correlation	.911	1.000	
		Significance (2-tailed)	.000	.	
		Df	42	0	
a. Cells contain zero-order (Pearson) correlations.					

Source: SPSS Output Version 23.0

Table 1 depicts the zero-order correlation between green human resource management and organizational agility shows that the correlation coefficient when perceptions towards organisation as a factor of green work climate perceptions is not moderating the variables; and this is positive and very high at 0.933. The partial correlation controlling for law formulation, however, is also very high with rho value of 0.911. The observed positive "relationship" between green human resource management and organizational agility is due to underlying relationships between each of those variables and law formulation. Therefore, perceptions towards organisation have a positive and very strong moderating effect on the relationship between green human resource management and organizational agility of multinational oil and gas companies in Nigeria.

Conventionally, the Decision rule is that if the difference between the zero -order correlation and the controlled correlation < 0.01, then there is no significant difference, and the null hypothesis is accepted.

Table 1 reveals that a strong correlation exists between green human resource management and organizational agility (r) = 0.933. However, when green work climate perceptions towards organization is controlled, the relationship between green human resource management and organizational agility (r) = 0.911.

Since the difference between the zero-order correlation and the controlled correlation (0.933 - 0.911) = 0.022 > 0.01; hence from the decision rule, there is a significant difference and thus the null hypothesis is rejected. Therefore, it is concluded that green work climate perception significantly moderates the relationship between green human resource management and organizational agility of multinational oil and gas companies in Nigeria.

Discussion

The findings showed that there is a very strong positive significant relationship between green human resource management organizational agility of multinational oil and gas companies in Nigeria. This finding corroborates the finding of Tamunomiebi and Mezeh (2022) who examined green human resource management and corporate sustainability of oil and gas companies in Port Harcourt, Nigeria and found that there is a significant relationship between the independent variables (green recruitment and selection, green training and green rewards management) and corporate sustainability respectively;

Similarly, the current finding also confirms the earlier findings of Akpa, Mowaiye, Akinlabi and Magaji (2022) who examined the effect of green human resource management practices, green work life balance on employee retention of selected hospitality firms in Lagos and Ogun States, Nigeria and found that Green human resource management practices, green work life balance (green performance management, green employee relation, green disciplinary management, work family balance and work health balance) had a significant and positive effect on employee retention in hospitality firms in Lagos and Ogun states, Nigeria.

The finding revealed that green work climate perceptions significantly moderate the relationship between green human resource management and organizational agility of multinational oil and gas companies in Nigeria. This finding corroborates earlier finding of Ng, Choong, Tee, Kuar, Teoh and Chen (2019) who carried out a study on the influence of green work climate perceptions and harmonious environmental passion on pro-environmental behaviour (PEB) and found that green work climate and harmonious environmental passion positively influence PEB.

Similarly, the current finding is in alignment with the previous finding of Rubel, Kee and Rimi (2021) who examined how green work climate perceptions mediate the relationship between green human resource management (GHRM) and pro-environmental behavior and found that green work climate perceptions were associated with pro-environmental behavior. Green work climate perceptions partially mediated the relationship between GHRM and pro-environmental behavior, suggesting green work climate perceptions as a mechanism explaining why GHRM may promote sustainable employee behavior at the workplace.

5.0 CONCLUSION AND RECOMMENDATION

Green work climate perceptions significantly moderate the relationship between green human resource management and organizational agility of multinational oil and gas companies in Nigeria. Implying that the perceived green work climate by employees plays a crucial role in influencing how the implementation of green human resource management practices relates to the organizational agility of multinational oil and gas companies in Nigeria.

Therefore, the study recommends that with the increasing trend of shouldering environmental responsibility, Management of multinational oil and gas companies have realized that green

organizational initiatives should be supported and implemented by employees' human behavior, leading to effective environmental performance.

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