Green Performance Management and Organizational Agility of Multinational Oil and Gas Companies in Nigeria

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Abstract

This study examined the relationship between green performance management 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 green performance management and organizational agility of multinational oil and gas companies in Nigeria. Therefore, this study concludes that the adoption of green performance management 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 should have proper communication of green schemes across the organization. This is important as it ensures that every employee is informed of the expected standards of performance.

Keywords: *Green Performance 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. Rohrbeck 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.

The contemporary business environment is characterized by increasing levels of complexity, turbulence and uncertainty. For organizations to survive and thrive in this environment, they need to become more —agile or adaptive (Jordaan, 2018). Today, businesses operate in an environment characterized by turbulence, uncertainty and rapid technological, social and political change unlike anything we have experienced before and in which the old models are becoming obsolete (Jordaan, 2018). This new environment is often referred to as a VUCA environment, a term first applied to military strategy after the end of the Cold War but that has become a trendy managerial acronym for Volatility, Uncertainty, Complexity, and Ambiguity. The result is flux, instability, paralysis (due to information overload), doubt, dualities, distrust and increased levels of unresolved conflict. The VUCA environment affects not only businesses but all levels of the society and its institutions. In this environment, traditional‖ leadership styles fail to deliver the innovation and entrepreneurship that is required to remain competitive.

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).

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.

The purpose of this paper therefore was to examine the relationship between green performance management and organizational agility of multinational oil and gas companies in Nigeria.

This study was guided by the following objectives:

i.   Examine the relationship between green performance management and flexibility of multinational oil and gas companies in Nigeria
ii. Examine the relationship between green performance management and adaptive capacity of multinational oil and gas companies in Nigeria.
iii. Ascertain the relationship between green performance management and sensitivity of multinational oil and gas companies in Nigeria.
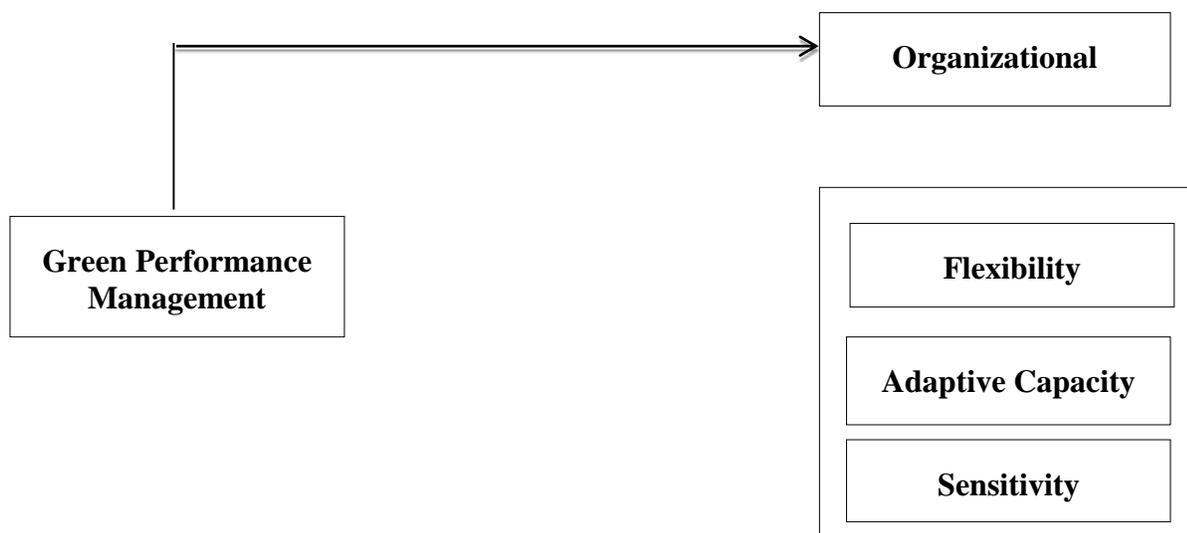

Fig.1 Conceptual model for the relationship between green performance management and organizational agility

Source: Desk Research (2022)

2.0 Literature Review

2.1 Theoretical Foundation

2.1.1 The Resource Based View (RBV)

This theory derives from the idea of economist Edith Penrose. The theory argues that resources including employees, systems and business partners are combined into ways of working which are rare, inimitable, valuable and non-substitutable so that they become sources of competitive advantage (Tyson & York, 2006). HR systems create the human capital pool of skilled people so that they can sustain what Wright *et al.* (2001) described as strategically relevant behaviours. The Resource-Based Approach focuses on internal resources that are viewed as the principal factor for a sustainable competitive advantage.

In effect, the value brought by human resource is the core of this approach where flexibility is optimized in order to reduce costs and increases efficiency. Human resources, by adding value, uniqueness and the most effective way to use resources, tend to increase the competitive advantage of a company in comparison to another (Porter, 1991). The (RBV) tends to ignore the baseline of specific industries as it takes into account the differences of firms in the same sector as a competitive advantage. However, competitive advantages are gained by the rightsizing process (Hamel & Prahalad, 1993), which implies that an organization obtains more output from its existing resources and optimizes the way in which they are used.

Therefore, it is the way in which these resources are used, along with the same baseline in an industry, which create the competitive advantages rather than the differences between firms. According to (RBV), managers seek to gain a competitive advantage through the quality of the people employed. The basic requirement to trade in most industries is a well-trained workforce, flexible and responsive to customer demands. These basic policies describes as 'table stakes' the price necessary for terms and trading in the market, but not a sufficient differentiator for a long-term competitive advantage. The RBV, therefore requires, a skills and capability focus, so that firms learn faster than their rivals, and that they protect and enlarge their intellectual capital. As a consequence, companies can generate a human capital advantage as well as an organizational process advantage.

2.2 Green Performance Management

Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2006). Performance management usually involves evaluation of an employee and teams based on certain agreed criteria and goals. Every organizational gets obligatory responsibility to perform corporate environmental management and therefore there are environmental goals to be achieved by the organization or environmental requirements to be met by the organization (Opatha & Arulrajah, 2014). Green performance management involves linking performance evaluation to green goals and tasks specified in the job description (Mehta & Chugan, 2015).

The green performance appraisal is an employee performance appraisal of how well they are making progress towards a green environment. Green Compensation is a form of financial and non-financial compensation for the behavior of manifesting a green environment that is implemented by employees (Mandago, 2018). Some of the things found in Prasurvey are that the company's system green performance appraisal does not include employee involvement in environmental issues. The Green Compensation and Rewards system is not clear, so employees

are not enthusiastic about doing green behavior or activities. Associated with OCBE is the lack of employee awareness of the importance of preserving the environment, which sometimes causes environmental problems and minimal contributions regarding the implementation of green environment for employees.

Organizations have an opportunity to practice green performance management through setting green goals for individual employees and teams and ensuring that these goals are effectively achieved. Periodic appraisal can be made to see how employees and teams are progressing towards achieving them. Green job analysis and design can help in making green performance management easier by ensuring that employees have green job descriptions. From there, green duties and responsibilities may be used to assess performance of each employee on his particular job. Deshwal (2015) insists that Performance management systems should be developed to include 'green' targets in the key performance areas (KPA). This can be translated into green performance standards and green behaviour indicators which should serve as yardsticks in performance appraisal of employees at all levels.

Green performance evaluation of employees takes the form of a significant successful GHRM function for sustainability environmental performance of the firm (Arulrajah *et al.,* 2015). In relation to this, performance assessments are basically conducted to administer salaries, identify strengths and weaknesses of employees and provide them feedback on their performance to enhance the competence of operations and corporate growth, and to support transformational processes and performance. Therefore, lack of formal performance assessment process weakens the discipline of the organization and the ability of the employees to improve. Assessment programs thus have to be developed in a way that is appropriate to leverage the talents and efforts of employees (Mathis & Jackson, 2011). Viewed from the green perspective, green performance assessment is defined as the appraisal and registration of the environmental performance of employees throughout their tenure in the organizations, and feedback concerning their performance so as to steer them away from negative attitudes and towards positive behavior (Jabbour *et al.,* 2010: 1057). In some companies, employees' environmental goals are established and they are evaluated based on their environmental management contributions as one criterion of the performance assessment initiative.

The success of the organization's environmental efficiency programs is dependent on performance management. Setting environmental goals for enhancing the company's environmental performance, according to Kim, Kim, Choi and Phetvaroon (2019), is critical. An exit strategy, balanced scorecard, and a clear assessment methodology for HR's contribution to organizational sustainability must be designed at the organizational level (Hristov, Chirico & Appolloni, 2019). According to Lebowitz (2010), HR should change the performance appraisal rating system to incorporate dimensions for assessing employees on the following technical and behavioural capabilities: cooperation, collaboration, diversity, creativity, and environmental stewardship (Mtembu, 2017). Job descriptions should also be matched with green duties and goals, according to Ahmad (Ahmad, 2015).

According to Ahmad (2015), when human resources incorporate sustainable performance into performance management systems, they protect environmental management from harm. Likewise, Tuul and Bing (2020) posited that human-resource professionals are well-positioned to include environmental protection in job descriptions for new and existing positions. In the United Kingdom, the Rover Group carmaker includes environmental obligations and credentials in every

job role (Tuul & Bing, 2020). Pinzone, Guerci, Lettieri and Redman (2016) discovered that integrating environmental aspects in performance management enhances employees' motivation to put extra effort into EM in a study conducted inside the National Health Services in England. Employees see the usage of 'Green' Performance Management methods as a positive indication of their company's environmental concerns (Pinzone *et al.,* 2016).

2.3 Measures of Organizational Agility

2.3.1 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).

2.3.2 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.

2.3.3 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).

2.4 Green Performance Management Practice and Organizational Agility

Ardiza, Nawangsari and Sutawidjaya (2021) examined the influence of green performance appraisal and green compensation to improve employee performance through OCBE on employee performance in 2 groups of employees based on employee length of service. The type of research was quantitative using a survey method with a sample of 76 people. Data analysis used SEM with the Smart PLS program. This study proves that OCBE does not mediate the effect of green compensation and rewards and green performance appraisal on employee performance in groups of employees who have worked for less than 5 years. Meanwhile, for groups of employees who have worked for more than 5 years, OCBE only mediates the effect of green compensation and rewards on employee performance. The previous study used partial least squares structural equation modelling to test the study hypotheses while the current study used correlational analysis, thereby indicating a methodological gap.

Also, Saputro and Nawangsari (2021) examined the effect of green human resource management on Organization Citizenship Behaviour for Environment (OCBE) and its implications on employee performance at pt Andalan Bakti Niaga. This type of research uses a survey method with a quantitative approach. This research was conducted at PT Andalan Bakti Niaga. The population in this study were 80 employees of PT Andalan Bakti Niaga. The sample of this study used a non-probability sampling technique, namely saturated sampling. Therefore, the sample in this study were all 80 employees of PT Andalan Bakti Niaga. The data analysis in this study used a component or variance based structural equation. In processing the data using Partial Least Square (Smart-PLS) version 3.2.7 was used. In PLS Path Modeling, there are 2 models, namely the outer model and the inner model. The results obtained showed that green performance appraisal has a positive and significant effect on employee performance. The previous study used Partial least squares structural equation modelling to test the study hypotheses while the current study used cross sectional survey and correlational analysis, thereby indicating a methodological gap.

Owino and Kwasira (2016) examined the influence of selected green human resource management practices on environmental sustainability at Menengai Oil Refinery Limited Nakuru, Kenya. The study adopted a descriptive design, specifically a case study at Menengai Oil Refinery. Primary

method of data collection was applied where questionnaires were used. The study targeted 275 permanent employees, from which a sample size of 163 employees was selected. Questionnaires were used in the data collection. The data was then analyzed using descriptive and inferential statistics and presented in the form of tables. One of the findings revealed the green performance management had significant influence on environmental sustainability. The previous study was conducted in Menengai Oil Refinery Limited Nakuru, Kenya while the current study focused on multinational oil and gas companies in Nigeria, thereby indicating a contextual gap.

A study by Tulasi Das and Sreedhar (2016) on employee perception towards green HRM: An investigative study was conducted. The data was collected from the employees of Insurance and Banking sectors. The study used convenient sampling method and the sample size was 120. The result of ANOVA revealed that employees' perceptions on green HRM practices were significantly influenced by the education of the respondents. The findings proved that the green performance appraisal which is applied as a system in the company has a positive effect on employee performance. The previous study was conducted in Insurance and Banking sectors while the current study focused on multinational oil and gas companies in Nigeria, thereby indicating a contextual gap.

Ardiza, Nawangsari and Sutawidjaya (2021) examined the influence of green performance appraisal and green compensation to improve employee performance through OCBE in Indonesia. This type of research is a quantitative study using a survey method. The research object at PT TELIN with a sample of 76 people. Data analysis using SEM with the Smart PLS program. The evaluation of the measurement model (outer model) is carried out to determine the validity and reliability of the indicator and its latent variables. The measurement model had been analyzed based on PLS-SEM with the help of Smart PLS 3.0 (Ringle et al., 2015). For assessment of measurement models, factor loading, composite reliability, Cronbach's alpha, average extracted variance (AVE), and Discriminant validity. The findings revealed that there is a significant relationship between green performance appraisal and green compensation and rewards affect OCBE. Also, green performance appraisal and OCBE affect employee performance. The previous study used partial least squares structural equation modelling was used to test the study hypotheses while the current study used cross sectional survey and correlational analysis, thereby indicating a methodological gap.

Based on the foregoing argument, the study hypothesized that:

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

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

H_{o3}: There is no significant relationship between green performance management and sensitivity 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 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). The level of relationship between workplace safety promotional policies with each of the measures of organizational performance is to examine the extent workplace safety promotional policies can impact on the outcome of each measure of organizational performance.

Table 1: Correlations Matrix for Green Performance Management and Organizational Agility Measures

			Green Performance Management	Flexibility	Adaptive Capacity	Sensitivity
Spearman's rho	Green Performance Management	Correlation Coefficient	1.000	.764**	.877**	.457**
		Sig. (2-tailed)	.	.000	.000	.003
		N	45	45	45	45
	Flexibility	Correlation Coefficient	.764**	1.000	.562**	.197
		Sig. (2-tailed)	.000	.	.000	.196
		N	45	45	45	45
	Adaptive Capacity	Correlation Coefficient	.877**	.562**	1.000	.161
		Sig. (2-tailed)	.000	.000	.	.290
		N	45	45	45	45
	Sensitivity	Correlation Coefficient	.457**	.197	.161	1.000
		Sig. (2-tailed)	.003	.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 performance management and flexibility of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.764 on the relationship between green performance management 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 performance management. Therefore, there is a strong positive correlation between green performance management and flexibility 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. Therefore, 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 performance management and flexibility of multinational oil and gas companies in Nigeria.

H$_{o2}$: There is no significant relationship between green performance management and adaptive capacity of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.877 on the relationship between green performance management 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 performance management. Therefore, there is a very strong positive correlation between green performance management 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 ($p = 0.000 < 0.05$). 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 performance management and adaptive capacity of multinational oil and gas companies in Nigeria.

H$_{o3}$: There is no significant relationship between green performance management and sensitivity of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.457 on the relationship between green performance management 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 performance management. Therefore, there is a moderate positive correlation between green performance management and sensitivity 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 ($p = 0.000 < 0.05$). 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 performance management and sensitivity of multinational oil and gas companies in Nigeria.

4.1 Discussion of Findings

The findings revealed that there is a strong positive significant relationship between green performance management and measures of organizational agility in the multinational oil and gas companies in Nigeria. This finding agrees with of Saputro and Nawangsari (2021) who examined the effect of green human resource management on Organization Citizenship Behaviour for Environment (OCBE) and its implications on employee performance at pt Andalan Bakti

Niaga. The results obtained showed that green Performance Appraisal has a positive and significant effect on Employee Performance. To further support this, Owino and Kwasira 2016 conducted a study on the influence of green human resource management practices in environmental sustainability.

In further support of this study, Banerjee (2011) examined the relationship between green performance management and environmental sustainability and concludes that Performance management programs are essential to guarantee the effectiveness of green management work over time because they guide an employee's performance to the environmental performance desired by an organization. To further support this, a study by Jabbour and Santos (2008) on the critical factors of managing the environment indicated that an effective way to successfully manage the environment is to link performance management with green job description. The study further observes that the approaches to measuring green performance include adopting corporate-wide metrics for assessing resource acquisition, usage and waste; implementing information systems to track resource flows; and conducting field audits to provide employees opportunities to identify problems while gaining information and feedback about the green performance of the firm.

Also, in agreement with this study is a study by Epstein and Roy (2007) who identified Green performance management as an element related to environmental management and policies of the company and also concentrates on use of environmental responsibilities. The study further concludes that when HR managers integrate environmental performance into PM systems they safeguard environment management against any damage. Furthermore, the current finding is in alignment with the previous finding of Tulasi Das and Sreedhar (2016) who examined employee perception towards green HRM. The findings proved that the green performance appraisal which is applied as a system in the company has a positive effect on employee performance.

To mention also, the previous finding of Ardiza, Nawangsari and Sutawidjaya (2021) on the influence of green performance appraisal and green compensation to improve employee performance through OCBE in Indonesia corroborates the finding of the current study. Their finding revealed that there is a significant relationship between green performance appraisal and green compensation and rewards affect OCBE. Also, green performance appraisal and OCBE affect employee performance.

5.0 Conclusion and Recommendation

This study concludes that the adoption of green performance management 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 should have proper communication of green schemes across the organization. This is important as it ensures that every employee is informed of the expected standards of performance.

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