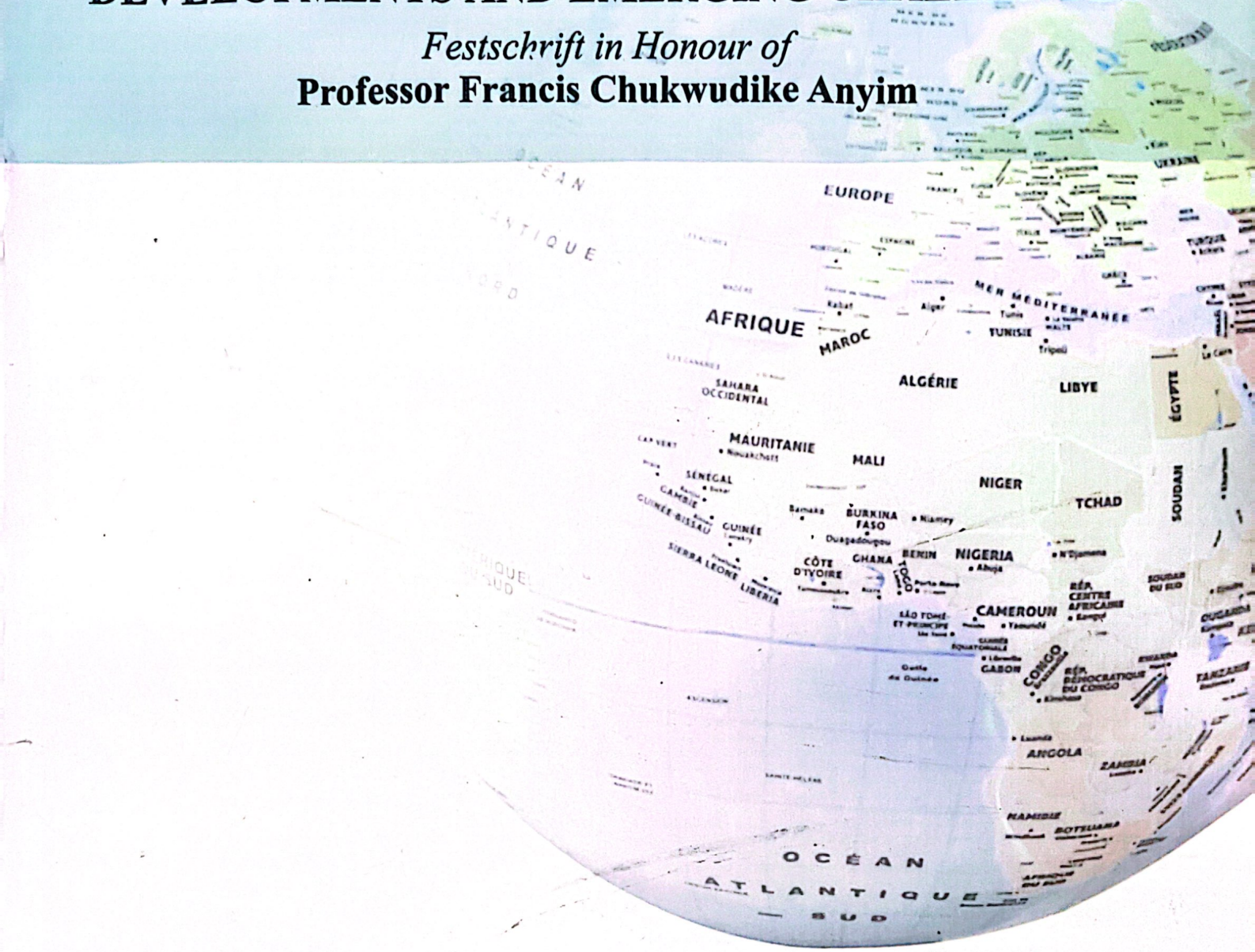
EMPLOYMENT AND MANAGEMENT ISSUES: RECENT LOCAL AND GLOBAL DEVELOPMENTS AND EMERGING CHALLENGES

Festschrift in Honour of

Professor Francis Chukwudike Anyim



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INFLUENCE OF STAKEHOLDERS' PARTNERSHIP ON GREEN HUMAN RESOURCE MANAGEMENT PRACTICES OF MULTINATIONAL OIL COMPANIES IN THE NIGER DELTA REGION OF NIGERIA

Olufikayo Nihinlola TUNDE-OJO, Oladimeji Jamiu ODETUNDE & Mustapha Olanrewaju ALIYU

Abstract

Implementing Green Human Resource Management (GHRM) initiatives in the Nigerian context is particularly sensitive due to historical socio-economic disparities, environmental concerns, and governance challenges within the oil industry. Moreover, oil exploration activities of Multinational Oil Companies (MNOCs) are often confronted with challenges such as partnering with different stakeholders. This study investigated Stakeholders' Partnership (SP) and GHRM initiatives of MNOCs operating in the Niger Delta Region (NDR). The study was anchored on the Triple Bottom Line theory. The study employed a cross-sectional design with a survey method and multi-stage sampling technique, data were collected from 468 stakeholders, including MNCOs' employees, host community members, government agencies, Non-Governmental Organisations (NGOs), and the activist groups concerned with Niger Delta affairs. Multiple regression analysis was utilised to test the hypotheses, SP components: Inclusiveness (R^2=0.333; p<.001), Effectiveness (R^2=0.291; p<.001), Accountability (R^2=0.359; p<.001), and Good Governance (R^2=0.366; p<.05) were found to have a significant impact on Green HRM Practices (R^2=0.342; p<.001), with inclusiveness having the strongest impact on GHRM. This implies that SP significantly influences GHRM practices. The study concluded that MNOCs operating in Niger Delta incorporated the components of SP into their affairs. Thus, MNOCs can effectively implement GHRM initiatives that have a tangible positive impact on the people (stakeholders, especially the host communities), planet (environment), and profit (performance) by engaging with stakeholders and cultivating collaborative relationships. The study recommended that MNOCs should consider integrating comprehensive GHRM practices into their core business operations.

Keywords: Stakeholders' Partnership; Green Training; Green Recruitment & Selection; Green Performance Management; Multinational Oil Companies.

1. INTRODUCTION

The oil industry's role in the nation's economy exposes it to more significant stakeholders' participation in its development and operations. In response to this, multinational oil companies operating in the Niger Delta have increasingly recognised the importance of adopting comprehensive Human Resource Management (HRM) strategies that prioritise components of stakeholders' partnership, including inclusiveness, effectiveness, accountability, and good governance (Dodds, 2015). These strategies promote mutually beneficial relationships with various stakeholders to achieve good GHRM outcomes (Uduji & Okolo-Obasi, 2019). However, MNOCs have continuously faced challenges in effectively collaborating with various stakeholders in the NDR. This limitation has hindered some MNOCs from conducting needs assessments, prioritising stakeholders' expectations, and engaging stakeholders as partners (Allen & Eze, 2019). This often results in mistrust, restiveness, lingering conflicts, resistance from host communities, and agitation by indigenes, NGOs, and media demanding the protection of the indigenous people and compensation for the natural extraction of resources found in their communities. All of these can impede the success

of HRM strategies for the MNOCs as well as GHRM initiatives and implementation, which Mbalisi and Okorie (2020) referred to as a myth.

Despite the emergence of Green HRM and growing emphasis on environmental sustainability, MNOCs are finding it challenging to integrate GHRM policies and practices, such as green training and recruitment of employees with green skills, into their exploration operations. In some cases, a total technology overhaul may be required, which is very expensive (Brown & Forster, 2018). Many pipelines are outdated and weak, causing oil spills soil and water pollution (Ayodele *et al.*, 2018). A typical GHRM practice relates to the MNOCs' attempts to incorporate sustainable environmental initiatives into their HRM practices through standard recycling of wastes and prevention of oil spills in the communities (Okpoh & Ozuomba, 2020). However, there is much evidence of monumental environmental degradation of the NDR, particularly in oil spill wastages and pipe vandalisation. This suggests that MNOCs have been unable to integrate stakeholders effectively with GHRM policies and interventions that reduce the wastage of natural resources and promote a cleaner and greener environment (Okpoh & Ozuomba, 2020). As a result, MNOCs may face reputational damage, operational disruptions, termination of social license to operate, and court-imposed penalties that may negatively affect profitability and the corporation's performance.

Moreover, the oil exploration and production activities of the MNOCs in the NDR continue to pose severe concerns of monumental environmental and ecological challenges, especially the host communities whose habitats have been persistently destroyed and their ecosystem adversely affected (Anyim *et al.*, 2015). These concerns are often exacerbated by reports of environmental degradation, pollution, oil spills, gas flaring, deforestation, high toxicity, and decreasing land productivity. The consequences include displacement of indigenes, loss of livelihood, sickness, deaths, poor mental health, high unemployment rates, and acute poverty among the members of the host communities (Idemudia, 2014; Uduji and Okolo-Obasi, 2017).

Despite the recognised importance of stakeholder partnerships in advancing sustainability, there is limited empirical research on how these partnerships influence the effectiveness and adoption of GHRM practices. For example, while regulatory bodies may push for compliance with environmental laws, employees and labour unions may resist changes that impact work conditions (Omonoge *et al.*, 2021). This is one of the reasons why MNCs operating in diverse regulatory environments may struggle to align their GHRM practices with stakeholder expectations (Brown & Forster, 2018).

Although there is a growing body of literature on stakeholder theory and approach to GHRM (Freeman, 1984; Carroll, 1999; Anne & Bree, 2017; Essien & Inyang, 2017; Emeka-Okoli *et al.*, 2024), studies that have combined SP and GHRM in a single research to achieve sustainable (green) recruitment and selection, green pay, green performance management, green training, and green involvement as well as local content for indigenes are inadequate, thus limiting our understanding of the mechanisms through which SP enhances the achievement of the GHRM of MNOCs, and the HRM implications of this (Egbon *et al.*, 2018; Idemudia, 2014). Given these gaps, this study seeks to examine the influence of SP on the adoption and effectiveness of GHRM. It will explore how different stakeholder groups contribute to or hinder the implementation of GHRM strategies and assess the extent to which stakeholder engagement enhances environmental sustainability within MNOCs. To achieve this, the study aims examine the influence of stakeholder's partnership on Green human resource management practices (Green Recruitment & Selection, Green Training, Green

Performance Management, and Green Involvement) of MNOCs in the NDR of Nigeria, hence the question to what extent does the Stakeholders' Partnership influence Green Human Resource Management practices (Green Recruitment & Selection, Green Training, Green Performance Management, and Green Involvement) of MNOCs in the NDR of Nigeria?

2. LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Stakeholders Partnership (SP)

Stakeholders are any individual or group that can influence or is affected by achieving a corporation's purpose (Freeman, 2004). This includes individuals or groups with whom the corporation interacts, such as employees, consumers, suppliers, and local communities within corporations (Campbell, 2017). It is important to note that stakeholders extend beyond shareholders, encompassing various agents interested in a company's actions and decisions. These stakeholders can be individuals or groups impacted by or benefit from the corporation and whose rights should be recognised and upheld by the corporation (Yang & Rivers, 2019; Nikolova & Arsić, 2017). Given that companies have numerous stakeholders vying for organisational resources, it is essential to develop strategies for effectively managing stakeholders (Lima & Greenwood, 2017).

The type of stakeholders influences the corporate strategy of a company it proactively engages with and the adopted resource control strategy (Anne & Bree, 2017). From a business-driven perspective, stakeholder theory involves three premises: organisations have stakeholders that affect their activities; these interactions impact specific stakeholders and the organisation; and the perceptions of significant stakeholders influence the viability of the organisation's strategic options (Brown & Forster, 2018). Therefore, organisations must employ appropriate approaches to effectively manage primary stakeholders (Byung & Pervez, 2015). Organisations often cannot fulfill some primary stakeholders' economic and non-economic responsibilities, leading to the necessity of stakeholder partnerships. The responsibility to serve the interests of all stakeholders, particularly primary ones, is commonly referred to as stakeholder partnership. Due to the multiple stakeholders with whom corporations engage over time and simultaneously, it is challenging for organisations to satisfy all their obligations toward each primary stakeholder or stakeholder group (Ahmad *et al.*, 2018).

Because various stakeholders compete for organisational resources, businesses need to create methods for handling them. Furthermore, SP enables the allocation of organisational resources while considering persons or groups within and beyond the business. SP recognises the variety of partners who work together to accomplish shared goals by exchanging information and skills. Consequently, to achieve a "win-win" result, SP encourages the efficient distribution of earnings among stakeholders. Dodds (2015) defines stakeholder partnerships (SP) as a collaborative approach that involves active engagement and cooperation between organisations and various stakeholders to address shared challenges and achieve common goals. According to Dodds (2015), SP involves building relationships based on mutual trust, respect, and transparency, where stakeholders participate in decision-making processes and contribute to developing and implementing practices and initiatives.

crucial in addressing community concerns and conflicts, managing environmental risks, and promoting sustainable development. It is an HRM strategy when multinational oil companies prioritise involving stakeholders in decision-making to tackle social, environmental, and economic challenges. According to Prpich *et al.* (2018) involving stakeholders in decision-making is now recognised as a successful strategy for fostering mutually beneficial relationships. The stakeholders of MNOCs in this study include host communities, MNOCs, government agencies and regulatory bodies, civil society organisations and NGOs, activist groups, and others such as the media, journalists, oil marketers, and consumers (Freeman *et al.*, 2010). Meanwhile, Fordham *et al.* (2018) contend that each stakeholder group brings unique perspectives, priorities, and expectations, necessitating customised engagement practices by the MNOCs.

2.1.2 Green Human Resource Management

Renwick *et al.* (2013) mentioned that Green HRM combines environmental management principles with HR policies and practices, emphasising the need to foster sustainability within the workforce. This was further buttressed by Zihan *et al.* (2024), who viewed Green HRM as a set of practices that contribute to the responsible and efficient utilisation of business resources while minimising environmental impact. This can help companies attract, retain, and motivate employees committed to sustainability and responsible business practices and improve employee engagement, productivity, and job satisfaction, leading to better GHRM practices. However, GHRM measures the extent to which MNOCs are implemented. GHRM policies in their recruitment and selection, training and development programmes, performance management, compensation plans, and staff involvement and improve the well-being of the employees and indigenes as well as promote environmental sustainability in the NDR as revealed by the respondents' scores on the GHRM practices.

2.2 Theoretical Review

This study adopted the Triple Bottom Line (TBL) theory (Elkington, 2004), which focuses on the sustainability of companies within their areas of operations and requires that the company should weigh its actions on three independent scales: economic, social, and environmental sustainability, i.e., profit, people, and planet generally referred to as the 3Ps or the three pillars. Thus, embracing all three aspects of the Triple Bottom Line is crucial because they are all extremely closely related.

Notably, the foundation of most GHRM theories hinged on the triple bottom line concept, which was introduced in 1987 by the Brundtland Commission and officially named by John Elkington in 1994. The TBL theory is based on the premise that a corporation is a member of the moral community and responsible in three dimensions: People, Profit, and Planet. Caring for people and profit makes it equitable and fair, but omitting environmental protection dooms the planet. Conversely, paying attention to people and the planet, while downplaying profit threatens the company's survival and GHRM implementation because businesses need profits to survive and sustain themselves (Ballesteros and Heras-Rosas, 2020). However, focusing on profit and the planet but disregarding the people who are the main actors affects both company and environmental survival. Tunde-Ojo and Aliyu (2022) observe that though it is temporarily viable and profitable, in the long run, it may reduce employees' morale job satisfaction, and breach of social contract, thereby making the business unsustainable.

2.3 Empirical Review

2.3.1 Stakeholders' Partnership (SP) and GHRM

One of the critical areas where studies have focused on companies' GHRM initiatives, which has caught the attention of researchers, is implementing sustainability programmes. Ayodele *et al.* (2018) investigated stakeholders' influence on green HRM practices in multinational corporations (MNCs). They emphasised the role of stakeholder partnerships in changing MNCs' environmental policies and practices. The study delves into how stakeholders can influence HRM practices in MNCs, resulting in more sustainable and ecologically responsible business operations. Similarly, Okpoh and Ozuomba (2020) examined the relationship among the constructs of GHRM practices in the Niger Delta, with a particular emphasis on the significance of stakeholder partnerships. Ekwoaba, Odetunde, and Adegbola (2018) contend that interacting with stakeholders is critical for MNOCs to execute green HRM efforts and achieve environmental sustainability goals effectively. At the same time, Johnstone and Wilkinson (2016) found that MNOCs with practical insights into how to collaborate with stakeholders to foster green HRM practices in the Niger Delta region.

HRM practices that support GHRM practices, such as volunteering programmes or ethical training, can enhance employees' sense of purpose and job satisfaction (Kim, Cho, & Lee, 2016). Further to this, Shumate and O'Conner (2020) reported that HRM is a facilitator of GHRM implementation because the HRM departments play a significant role in incorporating the practices into organisational culture and operations. Thus, HRM departments are tasked with harmonising HR policies with green practices, advocating for ethical conduct, and guaranteeing the successful communication and execution of the initiatives within the organisation (Aguinis & Glavas, 2022).

By adopting stakeholders' partnership (SP) as an HRM strategy, MNOCs in the Niger Delta region can engage in stakeholder dialogue and collective bargaining tools to facilitate inclusive partnership by ensuring that all stakeholders are well represented and their expectations are given proper consideration to achieve mutually beneficial agreements that enhance their relationship and GHRM practices (Kim, Zubair, and Khan, 2019; Paille, Valeau, and Renwick, 2020), hence, it is hypothesise as follows:

> ***Hypothesis:*** Stakeholders' Partnership does not significantly impact the Green Human Resource Management practices of Multinational Oil Companies (MNOCs) in the Niger Delta Region (NDR) of Nigeria.

3. METHODOLOGY

3.1 Research Design

The design used in the study was cross-sectional, and the survey technique was appropriate for gathering information from a sample and extrapolating the results to the whole population. The choice of cross-sectional survey method is premised on its ability to collect data from many different respondents simultaneously (Babbie, 2010; Creswell & Creswell, 2017).

3.2 Population and Sampling Procedure

The population of the study comprised the stakeholders of the four selected MNOCs' representatives, such as managers, employees, and executives operating in the ND region; the host communities' indigenes (chiefs, leaders, men, women, and youth representatives); militant

groups; federal government agencies (NUPRC, NDDC, NNPC); state and local governme officials; NGOs, and PIND officials. The sampling frame is limited to five of the nine stat comprising Akwa Ibom, Bayelsa, Rivers, Delta, and Ondo states, as depicted in Table 1. Th justification for the five states includes high oil production levels ranging from 38 to 45 perce except Ondo with 10 percent, high/moderate violence level, onshore and offshore locations o oil, and the presence of activist groups. Table 1 shows the sample size distribution across th five states based on the respondent-item ratio model.

Table 1: Distribution of sample size across the selected five states

States	Population	Minimum Sample Size (Based on 5 to 1 Respondent-Item ratio)	Maximum Sample Size (Based on 10 to Respondent-Item ratio)
Akwa-Ibom	5,482,177	70	140
Bayelsa	2,097,979	30.5	61
Rivers	7,303,721	93.5	187
Delta	5,663,425	74	148
Ondo	4,771,687	62	124
Total	**25, 318,989**	**330**	**660**

Source: Author's Compilation, 2023

3.3 Data Collection Instrument and Procedure

However, Dodds' (2015) stakeholder partnership scale identified 11 multi-stakeholder partnership elements from best practices and was found most appropriate for use in the present study. Stakeholder partnership elements in the scale include (1) accountability, (2) transparency, (3) effectiveness, (4) equity, (5) flexibility, (6) good governance, (7) inclusiveness, (8) participation and engagement, (9) independence, (10) promoting human rights and (11) governing principles. Two items adjudged to be most relevant for the study's objectives on each element were selected to make a pool of 22 items for the scale. Items for the GHRM dimension were based on Tang, Chen, Jiang, Paille, & Jia's (2018) 18-item validated GHRM scale. Tang *et al.* identified 5 scale dimensions: green recruitment and selection, green training, green performance management, green pay and reward, and green involvement. GHRM is a relatively new idea and is gaining limelight with the acknowledgement of the importance of environmental concerns and the role organisations can play.

After that, the scales were subjected to further reliability tests. The questionnaire comprising all the retained items and their scales was piloted with a sample of 175 respondents selected through a convenient sampling technique from the target stakeholders in the NDR. The stakeholders are distributed as follows: members of host communities – 68 (38.86%), Oil company employees – 51 (29.14%), members of NGO on Niger Delta affairs – 31 (17.71%), members of government agencies – 18 (10.29%), and member of the activist groups in the NDR – 7 (4.0%). This sample was excluded from the main study to avoid test-retest sensitisation.

Data collection was obtained with two (2) Research Assistants (RAs) for each of the five states selected for data collection. They were trained on the purpose of the research and their roles in the whole exercise, which is to serve as a guide and guard throughout the exercise in their state. They also helped the researcher retrieve some of the questionnaires from the respondents.

4. DATA ANALYSIS AND FINDINGS

4.1 Socio-Demographic Analysis

This section presents the socio-demographic features of respondents about many social and demographic elements that delineate the stakeholders involved in the study. Table 2 shows the frequency and percent of all socio-demographic variables and presents the attributes in testing the significance of comprehending and evaluating the sample population's makeup to aid in making significant findings. Table 2 shows the frequency distributions of the respondents' socio-demographic characteristics.

Table 2: Socio-demographic Information of the Participants

Constructs		Frequency	Percent
Gender	Female	195	41.7
	Male	273	58.3
	Total	468	100.0
Last Birthday	<30 Years	116	24.8
	30-39 years	128	27.4
	40- 49 years	85	18.2
	>50 years	139	29.7
	Total	468	100.0
Marital Status	Single	121	25.9
	Married	304	65.0
	Separated/Divorced/Widowed	43	9.2
	Total	468	100.0
Education	O'Level/GCE/NECO	7	1.5
	ND/NCE	25	5.3
	HND/Bachelor's Degree	176	37.6
	Postgraduate	5	42.3
	Professional Certificates	34	7.3
	Others (please specify	28	6.0
	Total	468	100.0
Experience in NDR	<5 years	106	22.6
	5 – 9 years	73	15.6
	10- 14 years	54	11.5
	>15 years	104	22.2
	Not applicable	131	28.0
	Total	468	100.0

Source: Author's Computation, 2023

As shown in Table 2, the gender distribution reveals that 58.3% of the respondents are male and 41.7% female, suggesting that the sample is gender-balanced. This shows that both genders (male/female) played a significant part in comprehending and giving information to achieve the objectives response. In addition, the study's age distribution cuts across many groups, with 24.8% of respondents below 30 years, 27.4% between the age of 30-39 years, 18.2% between 40-49 years, and 29.7% above 50 years. This shows that the study involved the respondents from the active age group. Further, those married are about 65% of the sample; about 25.9% are single, and 9.2% are separated/divorced/widowed. This implies that the respondents cut across married, separated, and singled respondents for comprehensive coverage of topical issues.

Meanwhile, distribution according to educational background involves respondents with O'level certificate representing 1.5%, 5.3% of respondents were holders of diploma certificates, 37.6% of respondents were holders of the first degree, 42.3% of respondents were postgraduate, holders of professional certificates were 7.3%, and those with other relevant certificates were 6%. This means the selected respondents possess an average educational background required to participate in the study. More so, the question on respondents' experience of NDR shows that 22.6% have less than 5 years of working experience and 15.6% have between 5-9 years. Those with 10-14 years' experience were 11.5% and 22.2% above 15 years' experience. 28% have no job experience. This implies that respondents have adequate information concerning the Niger-Delta Region to achieve the study's objectives. Thus, the respondents' socio-demographic characteristics show that most of the respondents are within the active age group and have sufficient education, experience, and knowledge of the NDR to provide the needed information for this research.

4.2 Descriptive Analysis of Responses to Stakeholder Partnership and GHRM Practices Scales

Table 3: Descriptive Analysis of Responses to Stakeholder Partnership and GHRM Practices Scales

SN	SCALE AND ITEMS	Min	Max	M	SD
	Stakeholder Partnership	**11.00**	**55.00**	**42.18**	**12.58**
1.	The inclusiveness of all identifiable groups in the partnership results in more legitimacy	1	5	3.78	1.21
2.	The inclusiveness of all identifiable groups in the partnership results in more credibility	1	5	3.90	1.14
3.	Membership in the partnership is drawn from all relevant and critical stakeholders	1	5	3.88	1.15
4.	The partnership process is flexible, adjusting to changing reality and needs	1	5	3.78	1.03
5.	The partnership promotes better decisions utilising the widest input from all stakeholders	1	5	3.93	1.15
6.	Partners often generate recommendations that receive broad approval and support.	1	5	3.73	1.17
7.	Stakeholders are committed to the principles of the partnership	1	5	3.75	1.15
	Green Human Resource	**19.00**	**95.00**	**69.77**	**22.58**
1.	Using Green Employer Branding to Attract Green Employees	1	5	3.68	1.19
2.	recruiting employees who have green awareness	1	5	3.65	1.12
3.	Exploring New green-collar jobs through Social Dialogue	1	5	3.68	1.09
4.	Exploring new green-collar jobs by providing employees with adequate new green skills	1	5	3.71	1.10
5.	Exploring new green-collar jobs through attaining environmental protection	1	5	3.70	1.16

Table 3 presents a descriptive analysis of various aspects of stakeholder partnership with overall mean score 42.18 and SD = 12.58. The relatively high mean suggests that stakeholder partnership is perceived positively, but the wide range (11 to 55) and high SD indicate substantial variation in responses. This suggests that some stakeholders perceive partnerships as highly effective, while others may have concerns about their effectiveness. Membership

drawn from all critical stakeholders (M = 3.88, SD = 1.15). The means are all above 3.5, suggesting agreement among respondents. However, the standard deviations (ranging from 1.14 to 1.21) indicate moderate variability, implying differing opinions on inclusiveness. The flexibility of the partnership in adjusting to changing realities is also rated positively, though with relatively lower variability (SD = 1.03). This suggests that most respondents agree that the partnership adapts well to evolving needs. Recommendations receive broad approval and support (M = 3.73, SD = 1.17). The highest mean in this category (3.93) indicates strong agreement that partnerships lead to better decisions, leveraging stakeholder input. However, the standard deviation (1.15) suggests some level of divergence in opinions.

The table further explain various aspects of Green Human Resource practices with a mean of 69.77, showing the average extent to which respondents view their HR practices as green. The relatively high standard deviation (22.58) suggests various perceptions. This item examines the effectiveness of employer branding in attracting eco-conscious employees with a mean of Mean: 3.68, SD: 1.19, it suggests that organisations moderately agree with this strategy. Recruiting Employees who have Green Awareness item assesses the emphasis on hiring candidates with environmental awareness. The mean of 3.65 implies a moderate agreement, with some response variability (SD of 1.12). Also, using social dialogue (collaborative discussions) to explore green-collar job opportunities with a Mean 3.68, SD: 1.09 suggests moderate agreement with this practice. The item on developing employees' green skills to support new green jobs, with a Mean of 3.71 and SD of 1.10, shows slight favorability toward this practice. Also, the item on green job creation through environmental protection efforts. The mean of 3.70 indicates moderate support, with some variability (SD of 1.16). These descriptive statistics suggest that while there is moderate support for green HR practices, opinions vary across different practices, as indicated by the standard deviations.

4.3 Hypothesis Testing

Hypothesis: Stakeholders' Partnership does not significantly impact the Green Human Resource Management practices of Multinational Oil Companies (MNOCs) in the Niger Delta Region (NDR) of Nigeria.

Six regression equations were used to test the hypothesis. The first regression equations assess the impact of SP and its components on GHRM. The subsequent five regression equations assess the impacts of SP and its components on the five components of the GHRM. Table 4 shows the results. In the first regression equation, SP accounts for 34.2 percent of the variance in GHRM (R^2=.342, p<.001), implying that SP significantly contributes to the variance in GHRM and, thus, has a significant impact on GHRM. Results of further exploration of the impacts of each of the four components of SP on GHRM revealed that *GGov* accounted for 27.6 percent of the variance in GHRM (R^2=.276, p<.001). *Inc* and *Acc* respectively significantly accounted for an additional 8.7 percent (ΔR^2=.087; p<.001) and 0.6 percent (ΔR^2=.006; p<.05) of the variance. Their beta weights show that *Inc* has the strongest significant impact on GHRM (b=.303, p<.001), followed by *GGov* (β=.291, p<.001) and *Acc* (β=.121, p<.05), respectively. *Eff* has no impact on GHRM.

Inc also made the strongest significant unique impact on green recruitment and selection (GRS) (β=.309, p<.001) and green training (β=.333, p<.001). *GGov* made the strongest significant unique impacts on green performance management (GPM) (β=.359, p<.001), green pay and reward (GPR) (β=.302, p<.001), and green involvement (GI) (β=.282, p<.001). Thus, SP and its components significantly contributed to the variance and unique impacts on GHRM and its

components. Therefore, hypothesis 2, which stated that [illegible] significant impact on GHRM practices of MNOCs in the NDR, is disproved. Thus, SP significantly impacts the GHRM practices of the MNOCs in the NDR.

Table 4: Regression Analysis of the Impact of SP on GHRM

DV	*IVs*	*R*	R^2	*Adj-R^2*	ΔR^2	*F*	β	*P*	*Collinearity statistics*	
									Tolerance	*VIF*
GHRM	SP	.584	.342	.340	.342	241.729	.584	.000	.960	1.000
	GGov	.525	.276	.274	.276	177.635	.291	.000	.446	2.243
	Inc	.602	.363	.360	.087	63.415	.303	.000	.673	1.486
	Acc	.607	.369	.365	.006	4.244	.121	.040	.394	2.536
GRS	Inc	.490	.240	.239	.240	147.375	.309	.000	.672	1.487
	Acc	.549	.302	.299	.061	40.853	.208	.000	.387	2.583
	GGov	.556	.310	.305	.008	5.334	.133	.021	.445	2.245
GT	Inc	.469	.220	.218	.220	131.159	.333	.000	.770	1.298
	GGov	.530	.281	.278	.061	39.690	.282	.000	.770	1.298
GPM	GGov	.496	.246	.244	.246	151.689	.359	.000	.766	1.306
	Inc	.555	.308	.305	.063	42.052	.285	.000	.765	1.308
GPR	GGov	.483	.233	.232	.233	141.693	.302	.000	.531	1.882
	Inc	.513	.263	.260	.030	18.891	.145	.000	.660	1.514
	Eff	.525	.276	.271	.013	8.133	.165	.005	.460	2.172
GI	GGov	.471	.221	.220	.221	132.504	.282	.000	.437	2.288
	Inc	.530	.281	.278	.059	38.426	.269	.000	.646	1.548
	Acc	.536	.287	.282	.006	4.082	.255	.044	.242	4.141
	Eff	.546	.298	.292	.011	6.937	-.191	.009	.287	3.482

Keys: GHRM; GRS (Green Recruitment & Selection); GT (Green Training); GPM (Green Performance Management); GPR (Green Pay & Reward); GI (Green Involvement); SP; Inc (Inclusiveness); Eff (Effectiveness); Acc (Accountability); GGov (Good Governance).

5. DISCUSSION OF FINDINGS

Stakeholders' partnership does not significantly impact the GHRM practices of MNOCs in Nigeria's NDR. Seven regression equations were conducted to test how stakeholders' partnerships impacted the Green HRM practices of MNOCs and its components. The findings reveal that SP and its Inc, GGov, and Acc components significantly impacted the GHRM and its components. These findings highlight the importance of SP for ensuring effective GHRM policies in MNOCs. These principles not only promote sustainability and environmental responsibility but also contribute to the overall well-being of the host communities and stakeholders. Tunde-Ojo and Aliyu (2022) highlighted the importance of SP in driving positive outcomes in GHRM. By fostering solid relationships with key stakeholders, multinational companies can leverage their diverse perspectives and resources to develop innovative green HR Practices that align with the organisation's goals and values.

This finding corroborates Freeman's (1984) Stakeholder Theory, which emphasises the importance of managing relationships with all parties that can affect or be affected by an organisation, positing that value is created when businesses actively engage with stakeholders rather than focusing solely on shareholder interests. This result is also in tandem with the work of Ekwoaba *et al.* (2018), which revealed a positive perception by the communities that MNOCs have significant impacts on the oil-producing communities regarding recruitment and

selection practices. Similarly, Chevron's partnership with renewable energy innovators and the Massachusetts Institute of Technology (MIT) in 2019 helped to develop more energy at a lower carbon intensity that produced no greenhouse gas emissions, reduced air pollution, enhanced capacity building of employees, and improved organisational policies. While effectiveness did not significantly impact GHRM, inclusiveness was the strongest predictor, followed by good governance and accountability. This finding is supported by the study of Fordham *et al.* (2018), which found that employee participation (inclusiveness) attracted extensive interest in employment relations and human resource management discipline.

The other findings on the five components of GHRM are presented thus. Inclusiveness, accountability, and good governance significantly impact Green Recruitment and Selection (GRS), but effectiveness does not. The result agrees with the study of Shumate and O'Conner (2020), who used HRM's strategy to collaborate with multi-stakeholders. The partnership changed the company's hiring practices and created a better recruitment method that favoured the community's indigenes where they performed their operations. Inclusiveness and good governance have a significant impact on Green Training (GT), while accountability and effectiveness did not make any significant impact on GT. Similarly, good governance and inclusiveness have significantly impacted Green Performance Management (GPM), but accountability and effectiveness failed to impact GPM significantly. These findings align with Paille *et al.*'s (2020) and Kim *et al.* (2019) studies. They argued that GHRM practices led employees to behave eco-friendly while green training is the best GHRM practice in predicting environmental performance. Good governance is the strongest predictor of Green Pay and Reward (GPR), followed by effectiveness and inclusiveness. However, accountability did not impact GPR.

All four components of stakeholder partnership significantly contributed to the variance in Green Involvement (GI), with good governance as the strongest predictor. Ballesteros and Heras-Rosas (2020) argued that the current global market has given organisations a competitive advantage over rival companies when they embrace sustainable GHRM practices. This is so because GHRM has become a compelling tool within companies, and the concepts have grown rapidly, especially in the following areas: green management, stakeholders, commitment, competitive advantage, satisfaction, performance, and sustainability. Summarily, the result that stakeholders' partnership has no significant impact on GHRM practices of MNOCs in the Niger-Delta Region of Nigeria is largely disproved. GHRM is considered a critical tool in achieving sustainability through the triple bottom line concept of employee green behaviour, social responsibility, and climate directly or indirectly.

6. CONCLUSION AND RECOMMENDATIONS

The study has discovered that Inclusiveness, Good Governance, and Accountability significantly impacted numerous areas of GHRM practices, including green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement. However, effectiveness had little or no impact on the majority of GHRM dimensions, showing potential areas for development in effectiveness mechanisms within HRM Practices. In conclusion, the findings highlight the relevance of including SP as an HRM strategy for enhancing GHRM practices in MNOCs operating in Nigeria's NDR. MNOCs can promote sustainable development, encourage community engagement, and effectively solve environmental and social concerns by promoting inclusiveness, good governance, and accountability in stakeholders' partnerships.

MNOCs should consider integrating comprehensive GHRM practices into their core business operations. This means incorporating and assessing sustainable practices and the greening of HRM into areas such as recruitment and selection, training, performance management, pay and reward, involvement, and other compensation policies. In addition, Collaborating with government agencies and non-governmental organisations (NGOs) with a track record of successful community development projects can help MNOCs leverage their resources and expertise effectively to address the NDR's specific needs.

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