Human Resource Management and Climate Change Resilience: An Exploratory Study of Organizational Adaptation and Mitigation Strategies in Nigeria

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Abstract – As the world grapples with the existential threat of climate change, organizations in developing countries like Nigeria are faced with the daunting task of adapting and mitigating its impacts. This study explores the intersection of human resource management (HRM) and climate change resilience in Nigerian organizations, shedding light on the adaptive and mitigative strategies employed by these organizations to navigate the challenges of a changing climate. Through a qualitative research approach, this study reveals the critical role of HRM in enhancing organizational resilience to climate change, and highlights the need for Nigerian organizations to prioritize climate-resilient HRM practices in order to survive and thrive in a climate-uncertain future. Methodologically, the study used secondary data collection such as textbooks, magazines, newspapers, journals, and periodical reports. The study adopted qualitative descriptive analysis which is an aspect of content analysis as method of data presentation and analysis. The study found out among others that many Nigerian organizations lack awareness and knowledge about climate change and its impacts on their operations, making it challenging to develop effective adaptation and mitigation strategies. Hence, the study recommends among others that Nigerian organizations should develop and implement climate-resilient HRM practices, including training and development programs, performance management systems, and employee engagement strategies. Thus, the paper concludes by demonstrating that HRM has a vital role to play in promoting climate change resilience in Nigerian organizations. By adopting a climate-informed approach to HRM, organizations can reduce their vulnerability to climate-related risks, enhance their adaptability and competitiveness, and contribute to a more sustainable future.

Keywords – **Climate, Change, Resilience, HRM, Organization.**

I. INTRODUCTION

Climate change has emerged as a pressing global issue, posing significant threats to economic development, human health, and environmental sustainability (IPCC, 2020). As the world grapples with the challenges of climate change, organizations are increasingly recognizing the need to adopt resilience strategies to mitigate its impacts (Garside et al., 2020). Human resource management (HRM) plays a critical role in enhancing organizational resilience to climate change (Battaglia et al., 2017).

In Nigeria, climate change is exacerbating existing development challenges, including poverty, inequality, and environmental degradation (Nwajiuba, 2017). The country's economy is heavily reliant on natural resources, making it highly vulnerable to climate-related shocks (Adeleke et al., 2020). Organizations in Nigeria must adopt proactive strategies to adapt to the changing climate and mitigate its impacts on their operations and employees (Ogundipe et al., 2019). Effective HRM practices are essential in building organizational resilience to climate change (Bello et al., 2020).

However, existing research on climate change resilience in Nigeria has focused primarily on macro-level policies and strategies, neglecting the critical role of HRM in organizational adaptation and mitigation (Afolayan et al., 2019).

The focus of this study is to address the knowledge gap by exploring the relationship between HRM practices and climate change resilience in Nigerian organizations. Specifically, it seeks to identify the organizational adaptation and mitigation strategies adopted by Nigerian firms to address climate-related challenges. By examining the HRM-climate change resilience nexus in the Nigerian context, this study contributes to the growing body of research on sustainable HRM and climate change resilience (Egri & Herman, 2000).

Climate change is a complex and multifaceted issue, requiring a comprehensive and integrated approach to address its far-reaching impacts (Hertwich, 2019). Organizations must adopt a proactive and strategic approach to managing climate-related risks and opportunities (Dunphy et al., 2000). Effective HRM practices are critical in building organizational capacity to adapt to climate change (Boudreau et al., 2015).

HRM can play a key role in promoting climate change resilience by fostering a culture of sustainability, innovation, and adaptability within organizations (Renwick et al., 2013). The relationship between HRM and climate change resilience is complex and influenced by various factors, including organizational culture, leadership, and strategy (Battaglia et al., 2017). This study seeks to contribute to the growing body of research on HRM and

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climate change resilience by exploring the experiences and perspectives of Nigerian organizations.

Statement Of Problem

The intersection of human resource management (HRM) and climate change resilience is a complex and multifaceted field of study (Linnenluecke et al., 2013). As organizations navigate the challenges of climate change, HRM plays a critical role in supporting adaptation and mitigation efforts (Ahmed & Asadullah, 2020). However, the challenges of integrating HRM and climate change resilience are numerous, and this study aims to explore these challenges in the context of Nigerian organizations.

One of the primary challenges facing organizations is the need to develop climate-resilient cultures (Wolf & Moser, 2011). Climate-resilient cultures require a shared understanding of climate-related risks and opportunities, as well as a commitment to adapting to and mitigating the impacts of climate change (Linnenluecke et al., 2013). However, developing such cultures can be difficult, particularly in organizations with limited resources and expertise (Adeleke & Ademiluyi, 2020).

Another challenge facing organizations is the need to develop effective HRM strategies for managing climate-related risks (Sharma & Singh, 2020). This requires HR managers to have a deep understanding of climate-related risks and opportunities, as well as the ability to develop and implement effective mitigation and adaptation strategies (Ahmed & Asadullah, 2020). However, many HR managers lack the necessary training and expertise to address these challenges (Ayandibu & Henshaw, 2020).

In Nigeria, the challenges of integrating HRM and climate change resilience are particularly acute (Adeleke & Ademiluyi, 2020). The country is highly vulnerable to climate change, with projected increases in temperature, precipitation, and extreme weather events (NEST, 2019). Moreover, Nigerian organizations often lack the resources and expertise needed to develop effective climate change mitigation and adaptation strategies (World Bank, 2020). Furthermore, the lack of effective governance and institutional frameworks in Nigeria can hinder the development of climate-resilient organizations (Ogbuigwe, 2020). Inadequate governance and institutional frameworks can lead to a lack of coordination and coherence in climate change mitigation and adaptation efforts, making it difficult for organizations to develop effective strategies (Adeleke & Ademiluyi, 2020).

Additionally, the cultural and social context of Nigerian organizations can also pose challenges for integrating HRM and climate change resilience (Henshaw, 2020). For example, cultural and social norms may prioritize short-term economic gains over long-term sustainability and climate resilience (Adeleke & Ademiluyi, 2020). The lack of awareness and understanding of climate change among Nigerian organizations is another significant challenge (Ayandibu & Henshaw, 2020). Many organizations lack the necessary knowledge and expertise to develop effective climate change mitigation and adaptation strategies, making it difficult to integrate HRM and climate change resilience (Sharma & Singh, 2020).

Moreover, the limited availability of climate change-related data and information in Nigeria can hinder the development of effective climate change mitigation and adaptation strategies (NEST, 2019). Without access to reliable and accurate data, organizations may struggle to develop effective HRM strategies for managing climate-related risks (Ahmed & Asadullah, 2020).

The high level of uncertainty and ambiguity surrounding climate change can also pose challenges for integrating HRM and climate change resilience (Sullivan & Meigh, 2017). Climate change is a complex and dynamic phenomenon, making it difficult for organizations to develop effective mitigation and adaptation strategies (Linnenluecke et al., 2013).

Research Questions

- What HRM practices and strategies are Nigerian organizations using to adapt to and mitigate the impacts of climate change?
- How do HRM practices and strategies influence organizational resilience to climate change in Nigeria?
- What are the challenges and opportunities facing Nigerian organizations as they integrate HRM and climate change resilience?

II. OBJECTIVES OF THE STUDY

The broad objective of this study is to examine human resource management and climate change resilience: An exploratory study of organizational adaptation and mitigation strategies in Nigeria.

- To explore the HRM practices and strategies used by Nigerian organizations to adapt to and mitigate the impacts of climate change.
- To assess the influence of HRM practices and strategies on organizational resilience to climate change in Nigeria.
- To identify the challenges and opportunities facing Nigerian organizations as they integrate HRM and climate change resilience.

Hypotheses

- There is a significant relationship between HRM practices and organizational resilience to climate change in Nigeria.
- Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and mitigation outcomes.
- The integration of HRM and climate change resilience in Nigerian organizations is influenced by organizational culture, leadership commitment, and employee engagement.

III. LITERATURE REVIEW

Conceptualizing Climate Change Resilience

Climate change resilience refers to the ability of individuals, communities, and organizations to anticipate, prepare for, and respond to climate-related risks and opportunities (Linnenluecke et al., 2013). Resilience is a critical concept in the context of climate change, as it enables individuals, communities, and organizations to adapt and thrive in the face of uncertainty and change (Wolf & Moser, 2011). Climate change resilience involves developing the capacity to absorb and recover from climate-related shocks and stresses, while also transforming and adapting to new climate-related realities (Berger et al., 2017). The concept of climate change resilience is closely related to the concept of sustainability, as it involves developing the capacity to maintain and enhance human well-being and ecological integrity in the face of climate-related challenges (Sullivan & Meigh, 2017). Climate change resilience requires a holistic and integrated approach that takes into account the social, economic, and environmental dimensions of climate change (Linnenluecke et al., 2013). This approach involves developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Wolf & Moser, 2011).

Climate change resilience is critical for supporting human well-being and ecological integrity in the face of climate-related challenges (Berger et al., 2017). Climate-related shocks and stresses can have significant impacts on human well-being, including impacts on health, livelihoods, and food security (Sullivan & Meigh, 2017). Climate change resilience involves developing the capacity to absorb and recover from these shocks and stresses, while also transforming and adapting to new climate-related realities (Linnenluecke et al., 2013).

Organizations are playing an increasingly important role in supporting climate change resilience, as they have the capacity to influence the social, economic, and environmental dimensions of climate change (Wolf & Moser, 2011). Organizations can support climate change resilience by developing and implementing climate-resilient strategies, practices, and technologies (Berger et al., 2017). This involves developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Linnenluecke et al., 2013).

Climate change resilience requires a collaborative and participatory approach that involves multiple stakeholders, including governments, businesses, civil society, and local communities (Sullivan & Meigh, 2017). This approach involves developing the capacity to share knowledge, expertise, and resources, while also developing the capacity to collaborate and coordinate efforts (Wolf & Moser, 2011). Climate change resilience also requires a long-term perspective, as it involves developing the capacity to anticipate and prepare for climate-related risks and opportunities that may arise in the future (Linnenluecke et al., 2013).

The development of climate change resilience requires significant investment in human capital, infrastructure, and technology (Berger et al., 2017). This investment involves developing the capacity to support climate-resilient agriculture, water management, and infrastructure, while also developing the capacity to support climate-resilient health systems, education systems, and social protection systems (Sullivan & Meigh, 2017). Climate change resilience also requires significant investment in research and development, as it involves developing new climate-resilient technologies, practices, and strategies (Linnenluecke et al., 2013).

In conclusion, climate change resilience is a critical concept that involves developing the capacity to anticipate, prepare for, and respond to climate-related risks and opportunities (Wolf & Moser, 2011). Climate change resilience requires a holistic and integrated approach that takes into account the social, economic, and environmental dimensions of climate change (Linnenluecke et al., 2013). It also requires significant investment in human capital, infrastructure, and technology, as well as a collaborative and participatory approach that involves multiple stakeholders (Sullivan & Meigh, 2017).

Human Resource Management and Climate Change Resilience

Human resource management (HRM) plays a critical role in supporting organizational resilience to climate change (Ahmed & Asadullah, 2020). Climate change poses significant challenges for organizations, including impacts on employee health and well-being, operational disruptions, and reputational damage (Adeleke & Ademiluyi, 2020). HRM practices, such as training and development, performance management, and employee engagement, can enhance employees' knowledge, skills, and motivation to respond to climate-related challenges (Sharma & Singh, 2020).

The integration of HRM and climate change resilience requires a holistic and integrated approach that takes into account the social, economic, and environmental dimensions of climate change (Linnenluecke et al., 2013). This approach involves developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Wolf & Moser, 2011). HRM practices, such as talent management and succession planning, can support the development of climate-resilient leadership and workforce capacity (Berger et al., 2017).

Climate change resilience requires organizations to develop the capacity to absorb and recover from climate-related shocks and stresses, while also transforming and adapting to new climate-related realities (Linnenluecke et al., 2013). HRM practices, such as employee engagement and participation, can enhance employees' motivation and commitment to support organizational adaptation and transformation efforts (Sharma & Singh, 2020). Moreover, HRM practices, such as diversity and inclusion, can support the development of climate-resilient teams and workforce capacity (Adeleke & Ademiluyi, 2020).

The development of climate-resilient organizations requires significant investment in human capital, infrastructure, and technology (Berger et al., 2017). HRM practices, such as training and development, can support the development of climate-resilient skills and competencies, while also enhancing employees' knowledge and awareness of climate-related risks and opportunities (Sharma & Singh, 2020). Moreover, HRM practices, such as performance management and employee engagement, can support the development of climate-resilient culture and workforce capacity (Linnenluecke et al., 2013).

The integration of HRM and climate change resilience requires a collaborative and participatory approach that involves multiple stakeholders, including governments, businesses, civil society, and local communities (Sullivan & Meigh, 2017). This approach involves developing the capacity to share knowledge, expertise, and resources, while also developing the capacity to collaborate and coordinate efforts (Wolf & Moser, 2011). HRM practices, such as talent management and succession planning, can support the development of climate-resilient leadership and workforce capacity, while also enhancing collaboration and coordination among stakeholders (Berger et al., 2017).

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climate-related risks and opportunities (Sharma & Singh, 2020). Moreover, HRM practices, such as performance management and employee engagement, can support the development of climate-resilient culture and workforce capacity (Linnenluecke et al., 2013).

The integration of HRM and climate change resilience is critical for supporting organizational resilience to climate change (Ahmed & Asadullah, 2020). HRM practices, such as training and development, performance management, and employee engagement, can enhance employees' knowledge, skills, and motivation to respond to climate-related challenges (Sharma & Singh, 2020). Moreover, the integration of HRM and climate change resilience requires a holistic and integrated approach that takes into account the social, economic, and environmental dimensions of climate change (Linnenluecke et al., 2013).

Organizational Adaptation and Mitigation Strategies

Organizational adaptation and mitigation strategies are critical for supporting organizational resilience to climate change (Linnenluecke et al., 2013). Climate change poses significant challenges for organizations, including impacts on employee health and well-being, operational disruptions, and reputational damage (Adeleke & Ademiluyi, 2020). Organizational adaptation and mitigation strategies involve developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Wolf & Moser, 2011).

One of the key organizational adaptation and mitigation strategies is to develop climate-resilient supply chains (Sullivan & Meigh, 2017). Climate-resilient supply chains involve developing the capacity to anticipate and prepare for climate-related disruptions and risks, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Berger et al., 2017). This can be achieved through the development of climate-resilient logistics and transportation systems, as well as the development of climate-resilient procurement and sourcing practices (Sharma & Singh, 2020).

Another key organizational adaptation and mitigation strategy is to develop climate-resilient infrastructure (Linnenluecke et al., 2013). Climate-resilient infrastructure involves developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Wolf & Moser, 2011). This can be achieved through the development of climate-resilient buildings and facilities, as well as the development of climate-resilient energy and water systems (Berger et al., 2017).

Organizational adaptation and mitigation strategies also involve developing the capacity to support climate-resilient employee health and well-being (Adeleke &

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Ademiluyi, 2020). Climate-resilient employee health and well-being involve developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Sharma & Singh, 2020). This can be achieved through the development of climate-resilient employee assistance programs, as well as the development of climate-resilient employee training and development programs (Linnenluecke et al., 2013).

In addition, organizational adaptation and mitigation strategies involve developing the capacity to support climate-resilient community development (Sullivan & Meigh, 2017). Climate-resilient community development involves developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Berger et al., 2017). This can be achieved through the development of climate-resilient community engagement and participation programs, as well as the development of climate-resilient community infrastructure and services (Sharma & Singh, 2020).

Organizational adaptation and mitigation strategies also require the development of effective climate change governance and leadership (Linnenluecke et al., 2013). Climate change governance and leadership involve developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Wolf & Moser, 2011). This can be achieved through the development of climate-resilient governance structures and processes, as well as the development of climate-resilient leadership and management practices (Berger et al., 2017).

Furthermore, organizational adaptation and mitigation strategies require the development of effective climate change risk management and assessment practices (Sharma & Singh, 2020). Climate change risk management and assessment involve developing the capacity to anticipate and prepare for climate-related risks and opportunities, while also developing the capacity to adapt and transform in response to changing climate-related conditions (Linnenluecke et al., 2013). This can be achieved through the development of climate-resilient risk management and assessment frameworks, as well as the development of climate-resilient risk management and assessment tools and techniques (Berger et al., 2017).

Human Resource Management Practices in Nigerian Organizations
Human resource management (HRM) practices play a crucial role in supporting organizational resilience to climate change in Nigerian organizations. Nigerian organizations are facing significant climate-related challenges, including rising temperatures, changing precipitation patterns, and increased frequency of extreme weather events (NEST, 2019). Effective HRM practices can help Nigerian organizations to adapt to these challenges and reduce their vulnerability to climate-related risks.

One of the key HRM practices that can support organizational resilience to climate change in Nigerian organizations is training and development (Sharma & Singh, 2020). Training and development programs can enhance employees' knowledge, skills, and competencies to respond to climate-related challenges. For example, training programs can focus on climate change awareness, climate-resilient agriculture, and disaster risk reduction and management.

Another important HRM practice that can support organizational resilience to climate change in Nigerian organizations is performance management (Adeleke & Ademiluyi, 2020). Performance management systems can be designed to incentivize employees to adopt climate-resilient practices and behaviors. For example, performance management systems can include key performance indicators (KPIs) related to climate change mitigation and adaptation, such as reducing greenhouse gas emissions or implementing climate-resilient supply chain management practices.

Employee engagement and participation are also critical HRM practices that can support organizational resilience to climate change in Nigerian organizations (Sharma & Singh, 2020). Employee engagement and participation can enhance employees' motivation and commitment to support organizational adaptation and transformation efforts. For example, employee engagement and participation can be encouraged through climate change awareness campaigns, climate-resilient innovation and idea generation programs, and climate change-related training and development programs.

In addition, diversity and inclusion are important HRM practices that can support organizational resilience to climate change in Nigerian organizations (Adeleke & Ademiluyi, 2020). Diversity and inclusion can enhance employees' knowledge, skills, and competencies to respond to climate-related challenges. For example, diversity and inclusion can be promoted through the recruitment and retention of employees from diverse backgrounds, including those with expertise in climate change mitigation and adaptation.

Furthermore, talent management and succession planning are critical HRM practices that can support organizational resilience to climate change in Nigerian organizations (Sharma & Singh, 2020). Talent management and succession planning can ensure that Nigerian organizations have the necessary leadership and workforce capacity to adapt to climate-related challenges. For example, talent management and succession planning can involve the

identification, development, and retention of employees with expertise in climate change mitigation and adaptation.

Moreover, employee health and well-being are important HRM practices that can support organizational resilience to climate change in Nigerian organizations (Adeleke & Ademiluyi, 2020). Employee health and well-being can enhance employees' motivation and commitment to support organizational adaptation and transformation efforts. For example, employee health and well-being can be promoted through the provision of climate-resilient employee assistance programs, climate-resilient employee health and safety programs, and climate-resilient employee wellness programs.

Gap in Literature

Despite the growing body of research on climate change resilience and human resource management, there remains a significant gap in the literature on the specific HRM practices and strategies that organizations can use to support climate change resilience in Nigeria. While there is a growing recognition of the importance of HRM in supporting organizational resilience to climate change, there is a lack of empirical research on the specific HRM practices and strategies that are effective in the Nigerian context. This gap in the literature highlights the need for further research on the HRM practices and strategies that can support climate change resilience in Nigerian organizations.

Another gap in the literature is the lack of research on the role of HRM in supporting climate change resilience in different sectors and industries in Nigeria. While there is a growing body of research on climate change resilience in general, there is a lack of research on the specific challenges and opportunities facing different sectors and industries in Nigeria. For example, there is a need for research on the HRM practices and strategies that can support climate change resilience in the agriculture, manufacturing, and services sectors in Nigeria. This gap in the literature highlights the need for further research on the sector-specific HRM practices and strategies that can support climate change resilience in Nigeria.

Furthermore, there is a gap in the literature on the impact of climate change on HRM practices and strategies in Nigerian organizations. While there is a growing body of research on the impact of climate change on organizations, there is a lack of research on the specific impact of climate change on HRM practices and strategies in Nigerian organizations. For example, there is a need for research on the impact of climate change on employee health and well-being, employee engagement and participation, and talent management and succession planning in Nigerian organizations. This gap in the literature highlights the need for further research on the impact of climate change on HRM practices and strategies in Nigerian organizations.

Theoretical Framework

Human Resource Management and Climate Change Resilience is the Resource-Based View (RBV) of the firm. The RBV framework, developed by Barney (1991), suggests that organizations can achieve sustainable competitive advantage by leveraging their internal resources and capabilities. In the context of climate change resilience, the RBV framework can be used to examine how organizations can develop and utilize their human resources to support climate change adaptation and mitigation efforts.

The RBV framework is particularly relevant to this topic because it highlights the importance of human resources as a key organizational capability for achieving climate change resilience. According to the RBV framework, human resources can be a source of sustainable competitive advantage if they are valuable, rare, inimitable, and non-substitutable (Barney, 1991). In the context of climate change resilience, this means that organizations can develop and utilize their human resources to support climate change adaptation and mitigation efforts, such as by developing climate-resilient skills and competencies, enhancing employee engagement and participation, and fostering a climate-resilient organizational culture.

The RBV framework can be used to guide research on Human Resource Management and Climate Change Resilience by examining the relationships between human resource management practices, climate change resilience, and organizational performance. For example, researchers can use the RBV framework to investigate how different human resource management practices, such as training and development, performance management, and employee engagement, can support climate change resilience and organizational performance. By using the RBV framework, researchers can gain a deeper understanding of the role of human resources in supporting climate change resilience and develop practical recommendations for organizations seeking to enhance their climate change resilience.

IV. METHODOLOGY

The data for this study were collected from secondary sources from related literature on the subject matter. The secondary sources of data therefore include government publication/documents, both published and unpublished works such as text books, journals, periodicals, seminar and conference papers and internet

Method of Data Presentation and Analysis

The study adopted qualitative descriptive analysis which is an aspect of content analysis. The qualitative descriptive analysis enabled the researcher to scrutinize the contents of the documents in order to understand their underlying structure, ideas and concepts and the message they relate in this study.

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Discussion
Hypothesis One
There is a significant relationship between HRM practices and organizational resilience to climate change in Nigeria. The relationship between human resource management (HRM) practices and organizational resilience to climate change is a critical area of research, particularly in the context of Nigeria (Adeleke & Ademiluyi, 2020). Climate change poses significant challenges for organizations in Nigeria, including rising temperatures, changing precipitation patterns, and increased frequency of extreme weather events (NEST, 2019). In this context, HRM practices can play a crucial role in supporting organizational resilience to climate change.

HRM practices, such as training and development, performance management, and employee engagement, can enhance employees' knowledge, skills, and competencies to respond to climate-related challenges (Sharma & Singh, 2020). For example, training programs can focus on climate change awareness, climate-resilient agriculture, and disaster risk reduction and management (Adeleke & Ademiluyi, 2020). Performance management systems can also be designed to incentivize employees to adopt climate-resilient practices and behaviors.

Employee engagement and participation are also critical HRM practices that can support organizational resilience to climate change (Sharma & Singh, 2020). Employee engagement and participation can enhance employees' motivation and commitment to support organizational adaptation and transformation efforts (Adeleke & Ademiluyi, 2020). For example, employee engagement and participation can be encouraged through climate change awareness campaigns, climate-resilient innovation and idea generation programs, and climate change-related training and development programs.

The relationship between HRM practices and organizational resilience to climate change is also influenced by the organizational culture and leadership (Linnenluecke et al., 2013). Organizational culture and leadership can play a crucial role in supporting the adoption and implementation of climate-resilient HRM practices (Sharma & Singh, 2020). For example, organizational leaders can communicate the importance of climate change resilience and provide resources and support for climate-resilient HRM practices. The relationship between HRM practices and organizational resilience to climate change is also influenced by the external environment and stakeholders (Wolf & Moser, 2011). External stakeholders, such as customers, suppliers, and communities, can play a crucial role in supporting the adoption and implementation of climate-resilient HRM practices (Sharma & Singh, 2020). For example, customers can demand climate-resilient products and services, while suppliers can provide climate-resilient inputs and materials.

The impact of HRM practices on organizational resilience to climate change can also be influenced by the type of industry or sector (Adeleke & Ademiluyi, 2020). For example, organizations in the agriculture sector may require different HRM practices to support climate change resilience compared to organizations in the manufacturing sector.

Furthermore, the relationship between HRM practices and organizational resilience to climate change can also be influenced by the size and structure of the organization (Linnenluecke et al., 2013). For example, large organizations may require more formalized HRM practices to support climate change resilience compared to small and medium-sized enterprises (SMEs). The adoption and implementation of climate-resilient HRM practices can also be influenced by the availability of resources and support (Sharma & Singh, 2020). For example, organizations with limited financial resources may require support from external stakeholders, such as governments or NGOs, to adopt and implement climate-resilient HRM practices.

In addition, the relationship between HRM practices and organizational resilience to climate change can also be influenced by the level of awareness and knowledge among employees (Adeleke & Ademiluyi, 2020). For example, employees who are aware of the impacts of climate change and the importance of climate change resilience may be more likely to adopt climate-resilient HRM practices.

The impact of HRM practices on organizational resilience to climate change can also be influenced by the level of employee engagement and participation (Sharma & Singh, 2020). For example, employees who are engaged and participating in climate change resilience efforts may be more likely to adopt climate-resilient HRM practices. The adoption and implementation of climate-resilient HRM practices can also be influenced by the level of external stakeholder pressure (Wolf & Moser, 2011). For example, organizations that are subject to external stakeholder pressure, such as customer demands or regulatory requirements, may be more likely to adopt and implement climate-resilient HRM practices.

More so, the relationship between HRM practices and organizational resilience to climate change can also be influenced by the level of organizational learning and innovation (Sharma & Singh, 2020). For example, organizations that are able to learn and innovate in response to climate-related challenges may be more likely to adopt and implement climate-resilient HRM practices. From the discussion above, we accept the first hypothesis which says that there is a significant relationship between HRM practices and organizational resilience to climate change in Nigeria.

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Hypothesis Two

Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and Mitigation outcomes.

The impact of climate change on organizations is a growing concern globally, and Nigerian organizations are no exception. Climate change poses significant challenges for organizations, including rising temperatures, changing precipitation patterns, and increased frequency of extreme weather events (NEST, 2019). In this context, human resource management (HRM) practices play a critical role in supporting organizational resilience to climate change.

Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and mitigation outcomes. This is because HRM practices can enhance employees' knowledge, skills, and competencies to respond to climate-related challenges (Sharma & Singh, 2020). For example, training programs can focus on climate change awareness, climate-resilient agriculture, and disaster risk reduction and management.

Employee engagement and participation are also critical HRM practices that can support organizational resilience to climate change (Adeleke & Ademiluyi, 2020). Employee engagement and participation can enhance employees' motivation and commitment to support organizational adaptation and transformation efforts. For example, employee engagement and participation can be encouraged through climate change awareness campaigns, climate-resilient innovation and idea generation programs, and climate change-related training and development programs. The integration of climate change resilience into HRM practices can also support organizational adaptation and mitigation outcomes by enhancing organizational culture and leadership (Linnenluecke et al., 2013). Organizational culture and leadership can play a crucial role in supporting the adoption and implementation of climate-resilient HRM practices. For example, organizational leaders can communicate the importance of climate change resilience and provide resources and support for climate-resilient HRM practices.

Furthermore, Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and mitigation outcomes by enhancing their supply chain resilience (Sullivan & Meigh, 2017). Supply chain resilience involves developing the capacity to anticipate and prepare for climate-related disruptions and risks, while also developing the capacity to adapt and transform in response to changing climate-related conditions.

The adoption and implementation of climate-resilient HRM practices can also support organizational adaptation and mitigation outcomes by enhancing employee health and well-being (Adeleke & Ademiluyi, 2020). Employee health and well-being can be impacted by climate-related challenges, such as heat stress, water scarcity, and vector-borne diseases. Climate-resilient HRM practices can support employee health and well-being by providing training and resources on climate-related health risks and promoting climate-resilient behaviors.

In addition, Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and mitigation outcomes by enhancing their talent management and succession planning (Sharma & Singh, 2020). Talent management and succession planning involve developing the capacity to attract, retain, and develop employees with the necessary skills and competencies to support organizational resilience to climate change.

The integration of climate change resilience into HRM practices can also support organizational adaptation and mitigation outcomes by enhancing organizational learning and innovation (Linnenluecke et al., 2013). Organizational learning and innovation involve developing the capacity to learn from climate-related challenges and opportunities, while also developing the capacity to innovate and adapt in response to changing climate-related conditions.

Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and mitigation outcomes by enhancing their stakeholder engagement and communication (Sullivan & Meigh, 2017). Stakeholder engagement and communication involve developing the capacity to engage and communicate with stakeholders, including employees, customers, suppliers, and communities, on climate-related challenges and opportunities.

The adoption and implementation of climate-resilient HRM practices can also support organizational adaptation and mitigation outcomes by enhancing organizational culture and values (Adeleke & Ademiluyi, 2020). Organizational culture and values can play a crucial role in supporting the adoption and implementation of climate-resilient HRM practices. For example, organizational leaders can communicate the importance of climate change resilience and provide resources and support for climate-resilient HRM practices.

Furthermore, Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and mitigation outcomes by enhancing their risk management and assessment practices (Sharma & Singh, 2020). Risk management and assessment involve developing the capacity to identify, assess, and manage climate-related risks and opportunities. The above analysis support the second hypothesis which says that Nigerian organizations that prioritize climate change resilience in their HRM practices are more likely to achieve better adaptation and Mitigation outcomes.

Hypothesis Three

There are challenges and opportunities facing Nigerian organizations as they integrate HRM and climate change resilience

The integration of human resource management (HRM) and climate change resilience is a critical issue for Nigerian organizations. Climate change poses significant challenges for organizations in Nigeria, including rising temperatures, changing precipitation patterns, and increased frequency of extreme weather events (NEST, 2019). In this context, HRM practices can play a crucial role in supporting organizational resilience to climate change.

One of the challenges facing Nigerian organizations as they integrate HRM and climate change resilience is the lack of awareness and knowledge among employees (Adeleke & Ademiluyi, 2020). Employees may not have the necessary knowledge and skills to respond to climate-related challenges, and may not be aware of the importance of climate change resilience. This can make it difficult for organizations to develop and implement effective climate-resilient HRM practices.

Another challenge facing Nigerian organizations is the limited availability of resources and support for climate-resilient HRM practices (Sharma & Singh, 2020). Organizations may not have the necessary financial resources, technology, and expertise to develop and implement climate-resilient HRM practices. This can make it difficult for organizations to prioritize climate change resilience in their HRM practices.

Despite these challenges, there are also opportunities facing Nigerian organizations as they integrate HRM and climate change resilience. One of the opportunities is the potential to enhance organizational resilience and sustainability (Linnenluecke et al., 2013). By developing and implementing climate-resilient HRM practices, organizations can enhance their ability to respond to climate-related challenges and opportunities, and can contribute to sustainable development.

Another opportunity facing Nigerian organizations is the potential to improve employee engagement and participation (Adeleke & Ademiluyi, 2020). Climate-resilient HRM practices can enhance employee engagement and participation by providing training and resources on climate-related challenges and opportunities, and by promoting climate-resilient behaviors. This can lead to improved employee motivation and commitment, and can contribute to organizational success.

In addition, the integration of HRM and climate change resilience can also provide opportunities for Nigerian organizations to enhance their reputation and brand (Sharma & Singh, 2020). By developing and implementing climate-resilient HRM practices, organizations can demonstrate their commitment to sustainability and social responsibility, and can enhance their reputation and brand.

However, the integration of HRM and climate change resilience also requires Nigerian organizations to address several challenges, including the need to develop climate-resilient HRM practices that are tailored to the specific needs and context of the organization (Linnenluecke et al., 2013). This requires organizations to conduct thorough risk assessments and to develop HRM practices that are aligned with the organization's overall strategy and goals.

Another challenge facing Nigerian organizations is the need to ensure that climate-resilient HRM practices are integrated into all aspects of the organization, including recruitment and selection, training and development, performance management, and employee relations (Adeleke & Ademiluyi, 2020). This requires organizations to develop a comprehensive approach to climate-resilient HRM practices, and to ensure that all employees are aware of and committed to the organization's climate change resilience goals.

Furthermore, the integration of HRM and climate change resilience also requires Nigerian organizations to address the issue of climate change skepticism and denial (Sharma & Singh, 2020). Some employees may be skeptical or denial about the reality and impacts of climate change, and may resist efforts to develop and implement climate-resilient HRM practices. This requires organizations to develop effective communication and engagement strategies to raise awareness and build support for climate-resilient HRM practices.

In addition, the integration of HRM and climate change resilience also requires Nigerian organizations to address the issue of power dynamics and inequality (Linnenluecke et al., 2013). Climate change can exacerbate existing power dynamics and inequality, particularly for vulnerable groups such as women, children, and the poor. This requires organizations to develop climate-resilient HRM practices that take into account the needs and perspectives of all employees, regardless of their background or position.

Moreover, the integration of HRM and climate change resilience also requires Nigerian organizations to address the issue of technology and innovation (Adeleke & Ademiluyi, 2020). Climate change requires organizations to develop and implement new technologies and innovations that can support climate-resilient HRM practices. This requires organizations to invest in research and development, and to develop partnerships with other organizations and stakeholders to access new technologies and innovations.

The integration of HRM and climate change resilience also requires Nigerian organizations to address the issue of collaboration and partnership (Sharma & Singh, 2020). Climate change requires organizations to work together

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with other organizations and stakeholders to develop and implement climate-resilient HRM practices. This requires organizations to develop effective collaboration and partnership strategies, and to build relationships with other organizations and stakeholders. From the above analysis, we therefore, accept our third hypothesis which says that there are challenges and opportunities facing Nigerian organizations as they integrate HRM and climate change resilience.

Findings

- Many Nigerian organizations lack awareness and knowledge about climate change and its impacts on their operations, making it challenging to develop effective adaptation and mitigation strategies.
- Nigerian organizations have insufficient HRM practices in place to support climate change resilience, including training and development programs, performance management systems, and employee engagement strategies.
- Nigerian organizations face significant challenges in accessing resources and support to develop and implement climate-resilient HRM practices, including funding, technology, and expertise.
- Many Nigerian organizations have inadequate risk management practices in place to identify, assess, and manage climate-related risks, making them vulnerable to climate-related disruptions.
- Nigerian organizations often have poor employee engagement and participation in climate change resilience efforts, making it challenging to develop and implement effective adaptation and mitigation strategies.
- Nigerian organizations often have ineffective communication and collaboration mechanisms in place to support climate change resilience, including communication with employees, stakeholders, and external partners.
- Nigerian organizations often have limited use of technology and innovation to support climate change resilience, including the use of climate-resilient technologies and innovative practices.
- Many Nigerian organizations have inadequate measurement and evaluation mechanisms in place to assess the effectiveness of their climate-resilient HRM practices and adaptation and mitigation strategies.

Recommendations

- Nigerian organizations should develop awareness and knowledge programs to educate employees about climate change and its impacts on their operations.
- Nigerian organizations should develop and implement climate-resilient HRM practices, including training and development programs, performance management systems, and employee engagement strategies.
- Nigerian organizations should access resources and support, including funding, technology, and expertise,

to develop and implement climate-resilient HRM practices.
- Nigerian organizations should develop effective risk management practices to identify, assess, and manage climate-related risks.
- Nigerian organizations should enhance employee engagement and participation in climate change resilience efforts through effective communication, training, and development programs.
- Nigerian organizations should develop effective communication and collaboration mechanisms to support climate change resilience, including communication with employees, stakeholders, and external partners.
- Nigerian organizations should leverage technology and innovation to support climate change resilience, including the use of climate-resilient technologies and innovative practices.
- Nigerian organizations should develop effective measurement and evaluation mechanisms to assess the effectiveness of their climate-resilient HRM practices and adaptation and mitigation strategies.

V. CONCLUSION

This exploratory study has underscored the critical role of human resource management (HRM) in enhancing organizational resilience to climate change in Nigeria. By integrating climate change considerations into HRM practices, Nigerian organizations can mitigate climate-related risks, capitalize on emerging opportunities, and contribute to a more sustainable future. The study's findings highlight the need for HRM practitioners to adopt a proactive and strategic approach to managing climate-related challenges, fostering a culture of sustainability, innovation, and adaptability within organizations.

The study's results also emphasize the importance of contextualizing climate change resilience in Nigeria, recognizing the unique socio-economic, cultural, and environmental challenges confronting organizations in this context. By acknowledging these contextual factors, HRM practitioners and policymakers can develop more effective adaptation and mitigation strategies, tailored to the specific needs and circumstances of Nigerian organizations. This study contributes to the growing body of research on sustainable HRM and climate change resilience, providing valuable insights for organizations seeking to enhance their resilience to climate-related challenges. This study demonstrates that HRM has a vital role to play in promoting climate change resilience in Nigerian organizations. By adopting a climate-informed approach to HRM, organizations can reduce their vulnerability to climate-related risks, enhance their adaptability and competitiveness, and contribute to a more sustainable future. As the world grapples with the challenges of climate change, this study provides a timely reminder of

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the importance of HRM in promoting organizational resilience and sustainability.

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