Green Human Resource Management Practices and Organizational Sustainability in Nigerian Oil Producing Areas Development Commissions

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ABSTRACT

This study investigated the influence of Green Human Resource Management (GHRM) practices on organisational sustainability in Nigerian Oil Producing Areas Development Commissions (NOPADCs). Employing a descriptive survey research design, data were collected from a sample of 380 employees drawn from a population of approximately 2,500 using a multi-stage sampling technique to ensure representation across leadership and operational cadres. A structured questionnaire adapted from established scales was administered, and responses were measured on a five-point Likert scale. Instrument validity was confirmed through expert review, while reliability testing yielded Cronbach's alpha values exceeding 0.70. Data analysis utilized linear regression to examine the effects of green recruitment, green training, and green reward processes on organisational sustainability. Results indicate a strong positive relationship between GHRM practices and organisational sustainability, with the regression model explaining 59% of the variance in outcomes ($R^2 = 0.590$, Adjusted $R^2 = 0.583$, $R = 0.768$). Among the predictors, green training exerted the most substantial influence ($B = 0.241$, $\beta = 0.213$, $p < 0.001$), followed by green recruitment ($B = 0.182$, $\beta = 0.164$, $p < 0.001$), while green reward processes demonstrated a positive but comparatively weaker effect ($B = 0.109$, $\beta = 0.102$, $p = 0.021$). These findings suggest that capacity development and strategic recruitment are critical drivers of sustainability outcomes. It was concluded that green training and recruitment serving as the most impactful dimensions. The study recommends that commissions formally institutionalize GHRM practices across HR functions within Nigeria's oil-producing regions.

Keywords: Green Human Resource, Human Resource Management, Organizational Sustainability, Oil Producing Areas, Development Commissions, Nigeria

INTRODUCTION

In today's business world, incorporating environmentally sustainable practices into organisational operations has become essential, particularly in sectors with substantial ecological impacts, such as the oil industry. Nigerian Oil Producing Areas Development Commissions (NOPADCs) operate in regions heavily affected by environmental degradation from oil exploration and extraction. This situation underscores the need to identify strategies that align organizational activities with sustainable development goals. Green Human Resource Management (Green HRM) practices have emerged as key mechanisms for promoting environmental sustainability by shaping employee behavior and embedding a culture of ecological responsibility within organizations (Dumont, Amin & Oláh, 2024). These practices include green-focused recruitment, training, performance appraisal, and reward systems, which collectively cultivate a workforce oriented toward achieving environmental objectives.

The Nigerian oil-producing regions are vital to the country's economic development due to their abundant petroleum resources. However, resource exploitation in these areas has generated substantial environmental degradation and socio-economic challenges, highlighting the need for sustainability-focused practices within organizations operating there. In this regard, Green Human Resource Management (GHRM) has emerged as a strategic approach that integrates environmental sustainability into HR policies, promotes eco-friendly employee behaviors, and supports long-term organizational sustainability. Development commissions in these regions, tasked with managing local socio-economic development, play a critical role in adopting GHRM practices to achieve sustainable organizational outcomes (Idemudia, 2009; Watts, 2009). GHRM encompasses the incorporation of environmental objectives across HR functions such as recruitment, training, performance management, employee engagement, and organizational culture, fostering environmental responsibility, reducing carbon footprints, and encouraging eco-conscious behaviors among staff (Renwick et al., 2020).

Traditionally focused on recruitment, selection, training, compensation, and employee relations, Human Resource Management (HRM) has evolved into a strategic driver of organizational sustainability. Employees are increasingly recognized as central actors in promoting environmental stewardship, social well-being, and long-term economic resilience (Jabbour & Santos, 2021). GHRM redefines HRM by embedding sustainability into workforce management through practices such as green recruitment, environmentally oriented training, paperless documentation, eco-friendly workplace policies, and sustainability-linked performance appraisal systems, enabling organizations to align competitiveness with environmental and social responsibility (Renwick et al., 2023).

In developing countries like Nigeria, implementing sustainability-focused management practices is particularly critical. The Niger Delta exemplifies the severe ecological and social consequences of unsustainable industrial activity, where decades of oil exploration, gas flaring, and poor environmental governance have caused widespread ecological degradation, loss of biodiversity, agricultural decline, and disrupted local livelihoods (Obi & Rustad, 2019). These environmental pressures are compounded by social unrest, poverty, and weak institutional responses, making sustainability both a developmental and governance priority. To address these challenges, institutions such as the Niger Delta Development Commission (NDDC) and state-level Oil Producing Areas Development Commissions (OPADECs), including DESOPADEC and OSOPADEC, have been established to drive development initiatives, restore degraded ecosystems, and address social grievances. However, the effectiveness of these commissions has often been limited by weak institutional capacity, corruption, mismanagement, and reliance on unsustainable development approaches (Ibaba, 2021; Akpan & Okon, 2022; Okafor & Osabuohien, 2021).

Environmental sustainability in Nigeria's oil sector has historically been undermined by the negative effects of oil production, including oil spills, gas flaring, and deforestation, which have damaged ecosystems and threatened the livelihoods of host communities (Idemudia, 2009). These challenges highlight the need for organizations operating in these regions to integrate green practices into their managerial and operational frameworks. Green Human Resource Management (GHRM) practices covering recruitment, training, performance management, and employee engagement oriented toward environmental sustainability have been recognized as effective tools for embedding environmental responsibility into organizational culture and promoting long-term sustainability (Akinwale, Akinbami, & Akarakiri, 2018).

Statement of the Problem

The Nigerian Oil Producing Areas Development Commissions (NOPADCs) are confronted with persistent challenges of environmental degradation, social unrest, and economic instability, which significantly undermine their capacity to achieve organizational sustainability. While Green Human Resource Management (GHRM) practices have been identified globally as strategic tools for promoting eco-friendly behaviors and institutional sustainability (Ali et al., 2024; Patil, 2024), there is a limited understanding of how such practices are operationalized within Nigerian oil-producing area commissions and how leadership styles shape their effectiveness. Existing studies acknowledge the theoretical importance of GHRM for sustainability but provide little empirical evidence within the socio-economic and environmental context of Nigeria's oil-producing regions, leaving a critical knowledge gap.

Despite decades of budgetary allocations and developmental interventions, commissions such as the Niger Delta Development Commission (NDDC) have struggled to align their operations with sustainability imperatives (Nwankwo & Uzoigwe, 2022). Consequences include weak institutional capacity, degraded ecosystems, deficient leadership, and a growing trust deficit with host communities. Many oil-bearing communities continue to experience environmental degradation, unemployment, and underdevelopment, reflecting the commissions' focus on short-term infrastructure projects rather than holistic, ecologically sustainable strategies (Ibaba, 2021; Akintoye, 2023; Ukiwo, 2018). In this context, the effectiveness of GHRM is likely dependent on leadership approaches capable of motivating employees to adopt green behaviors and integrate sustainability objectives into organizational goals. Thus, empirical insights on the interaction between leadership styles and GHRM practices in driving organizational sustainability in Nigerian oil-producing regions remain scarce.

A fundamental problem is the absence of coherent GHRM frameworks within these commissions. Human resource functions are largely conventional and reactive, with recruitment often politicized rather than merit-based, training programs lacking environmental modules, and performance appraisals devoid of green key performance indicators (Edoho, 2020; Yusoff et al., 2020; Olanrewaju & Opute, 2022). This structural gap limits employees' knowledge, motivation, and incentives to engage in sustainability initiatives or ecological preservation. Consequently, the key problem addressed by this study is the misalignment between the statutory mandates of Nigerian oil-producing area development commissions and the inadequate adoption of GHRM practices reinforced by effective leadership styles. Without addressing this gap, these commissions are likely to remain ineffective in promoting sustainable development, perpetuating environmental degradation, social discontent, and institutional inefficiency. This study aims to fill this empirical gap by investigating how GHRM practices and leadership styles, individually and collectively, influence organizational sustainability outcomes in Nigerian oil-producing area development commissions. The following question that motivated the researchers' interest are; what is influence of green recruitment process on organisational sustainable in OPADECs? How does green reward influence organisational sustainability in OPADECs? What is the effect of training and development and organisational sustainability in OPADECs?

Hypotheses

H0:1 There is no significant influence between the green recruitment process and organisational sustainability in Nigerian Oil Producing Areas Development Commissions.

H0:2 There is no significant relationship between the green reward and organisational sustainability in Nigerian Oil Producing Areas Development Commissions.

H0:3 There is no significant difference between green training and organisational sustainability in Nigerian Oil Producing Areas Development Commissions.

LITERATURE REVIEW

Green Human Resource Management (GHRM) Practices

Green Human Resource Management (GHRM) has emerged as a critical domain within organizational management, particularly in contexts where environmental sustainability intersects with human capital development. GHRM refers to the integration of environmental management into human resource practices such as recruitment, training, performance management, and employee involvement to promote sustainable organizational outcomes. The concept underscores the role of human resources as catalysts for embedding environmental consciousness into the organizational culture, thereby enhancing sustainability efforts (Ambad et al., 2021). This integration is especially pertinent in sectors with significant environmental footprints, such as the oil-producing areas development commissions in Nigeria, where the socio-economic and ecological stakes are high. The essence of GHRM lies in its proactive approach to aligning HR policies and practices with environmental goals. It involves creating a workforce that is not only competent in their technical roles but also environmentally responsible and motivated to engage in green behaviors. This dual focus on competency and environmental ethics is crucial in sectors like the Nigerian oil-producing areas, where industrial activities have historically impacted natural resources and local communities (Alblooshi, Shamsuzzaman, & Haridy, 2020).

Organisational Sustainability

Sustainability has become a central concept in discussions on the long-term viability and competitive resilience of Oil Producing Areas Development Commissions, particularly in environments characterised by economic volatility, resource constraints, and evolving stakeholder expectations. In the milieu of Oil Producing Areas Development Commissions, organisational sustainability implies the adoption of practices that ensure product and service excellence while minimizing environmental impact and promoting ethical business conduct. Given the resource limitations typically faced by Oil Producing Areas Development Commissions, achieving this balance requires strategic integration of sustainability principles into core business processes, including production, supply chain management, human resource practices, and customer relations. Kutlu (2020) highlights that organizational sustainability is strengthened when environmental and social considerations are embedded within managerial decision-making and operational strategies. For Oil Producing Areas Development Commissions, this integration enhances efficiency, reduces waste, improves reputation, and fosters customer trust, all of which are critical for long-term survival and competitiveness. These enable Oil Producing Areas Development Commissions to build resilience in dynamic and often uncertain business environments. Aligning operational practices with sustainability principles, Oil Producing Areas Development Commissions can better respond to regulatory pressures, market demands for responsible products, and the increasing importance of corporate accountability. This approach not only supports business continuity but also contributes to broader economic development and social well-being. Therefore, embedding sustainability into quality management systems is essential for Oil Producing Areas Development Commissions seeking to achieve enduring performance, maintain relevance, and create value in both present and future markets.

Oil Producing Areas Development Commissions in Nigeria

Oil Producing Areas Development Commissions (OPADCs) in Nigeria constitute institutional frameworks established to address the persistent socio-economic and environmental challenges in the Niger Delta, the country's primary oil-producing region. These commissions are mandated to drive sustainable development by mitigating the negative consequences of oil exploration and production, while promoting economic advancement and environmental responsibility within host communities. In recent years, attention has increasingly shifted toward the need to integrate Green Human Resource Management (GHRM) practices and adaptive leadership styles as mechanisms for strengthening organizational sustainability within these institutions. The creation of OPADCs by the Nigerian government reflects a strategic response to prolonged environmental degradation, social unrest, and economic marginalization experienced in oil-producing communities (Abah & Okocha, 2019). Despite this mandate, their performance has remained a subject of concern, largely due to governance deficiencies, weak leadership structures, and conventional human resource practices that are insufficiently aligned with sustainability objectives (Ezeani & Akpa, 2020). This situation highlights a critical disconnect between policy intentions and practical outcomes.

Theoretical Review

Human Capital Theory

The theory was popularised by Becker in 1964.The theory is based on the premise that employees' knowledge, skills, competencies, and experiences constitute vital assets that shape organisational sustainability and long-term sustainability. The theory emphasises that deliberate investments in education, training, and skill acquisition enhance employee productivity and foster sustained organisational growth. In this regard, labour is not merely treated as a cost component but as a strategic resource whose value can be developed and optimised through effective management practices. Within the framework of Green Human Resource Management (GHRM), Human Capital Theory offers a strong conceptual basis for understanding how environmentally oriented HR practices contribute to sustainable workforce development. Initiatives such as green recruitment and selection, targeted environmental training, sustainability-driven performance appraisal, and green reward systems are structured to build employees' ecological awareness, technical expertise, and commitment to environmental objectives. As noted by Renwick et al. (2013), these practices enhance employees' capacity to support environmental initiatives while improving organizational efficiency and competitiveness over time. The theory implies that the effectiveness of GHRM and governance systems in Nigeria is contingent upon the quality of human resources. Strategic investment in employees' environmental and professional competencies enhances organisational sustainability, improves policy implementation, and strengthens institutional accountability. Consequently, aligning human capital development with sustainability and governance objectives is essential for achieving long-term developmental outcomes.

Empirical Review

Okonkwo and Abiola (2022) focused on oil-producing development commissions and investigated the effects of green training, performance appraisal, and reward systems on sustainability outcomes. Using a sample of 200 employees selected through stratified random sampling and analyzed with regression techniques, the study found that GHRM practices significantly enhance sustainability performance. However, weak leadership commitment was identified as a major constraint. Although the study provides valuable insights within the public sector, it does not explicitly examine how different leadership styles interact with GHRM practices, thereby presenting a conceptual gap.

Aderibigbe et al. (2023) provide a comprehensive empirical assessment of Green Human Resource Management (GHRM) within the Nigerian oil and gas sector. Adopting a cross-sectional survey design, the study drew a sample of 400 respondents from a population of 5,725 employees using Yamane's formula, thereby enhancing the representativeness and generalizability of the findings. Data were collected through structured questionnaires and analyzed using regression techniques. The results indicated that while practices such as green recruitment, training, discipline, and performance appraisal were relatively well implemented, green compensation and reward systems remained underdeveloped. Furthermore, GHRM practices explained 26% of the variation in environmental sustainability outcomes, demonstrating a statistically significant relationship. The study concluded that GHRM contributes meaningfully to sustainability performance but highlighted the need to strengthen incentive-based mechanisms to enhance employee engagement. However, the study is limited by its focus on private sector firms, thereby creating a contextual gap regarding public sector institutions such as oil-producing development commissions.

Oluwayemi et al. (2023) examined the influence of GHRM practices on sustainable development in Nigerian manufacturing firms. Using a survey design, the study found significant positive relationships between GHRM dimensions and sustainability outcomes, although the level of implementation varied across firms. A recurring challenge identified was the weak integration of green reward systems, which undermines employee motivation. While the study demonstrates that GHRM is applicable across sectors, it does not sufficiently address institutional and governance factors influencing implementation, thereby leaving a gap in linking HR practices with broader governance structures.

Ifeanyi and Musa (2023) explored the mediating role of green organizational culture in the relationship between leadership styles and sustainability outcomes. Employing structural equation modeling on data from 250 respondents, the study established that transformational and participative leadership styles significantly influence sustainability through cultural mechanisms. While this study highlights the importance of leadership and culture, it pays limited attention to specific GHRM practices, thereby creating a gap in integrating HR systems with leadership dynamics.

Similarly, Nsirim (2024) extended the discourse by examining the relationship between GHRM and organizational agility in multinational oil and gas firms in South-South Nigeria. Using a census approach, data were obtained from 88 managerial staff across eight firms and analyzed to assess the impact of GHRM on operational flexibility. The findings revealed a significant positive relationship, suggesting that GHRM enhances not only environmental outcomes but also organizational adaptability. While the study broadens the relevance of GHRM to dynamic capabilities, it is constrained by its focus on multinational corporations, thereby limiting insights into indigenous public institutions. In addition, the relatively small sample size restricts broader generalization.Complementing this perspective, the moderating role of employees' perception of a green work climate in the relationship between GHRM and organizational agility were explored. Using

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data from 50 managers across five multinational firms, the study employed purposive sampling and correlation-based analysis techniques. The findings showed that a supportive green organizational climate strengthens the effectiveness of GHRM practices. This underscores the importance of aligning formal HR policies with organizational culture. Nonetheless, the study is limited by its narrow sample and focus on managerial respondents, leaving a gap in understanding employee-level experiences and public sector applicability.

Chukwu and Onyekachi (2024) examined the moderating effect of servant leadership on the relationship between GHRM and organizational sustainability across five oil-producing area development commissions. Using a sample of 300 employees and hierarchical regression analysis, the study found that servant leadership strengthens the impact of GHRM practices by promoting employee engagement in environmental initiatives. Despite its contribution, the study does not comprehensively assess the combined effects of multiple leadership styles and governance quality variables. However, notable gaps remain that there is limited evidence focusing specifically on public sector institutions such as Nigerian oil-producing area development commissions. The interaction between GHRM practices, leadership styles, and governance quality remains underexplored. Inconsistencies in the implementation of green reward systems persist across studies. This study seeks to address these gaps by providing an integrated analysis of GHRM practices, leadership dynamics, and governance structures within the context of Nigerian oil-producing area development commissions.

METHODOLOGY

This study employed a descriptive survey research design to examine the influence of Green Human Resource Management (GHRM) practices on organisational sustainability in Nigerian Oil Producing Areas Development Commissions. The population comprised approximately 2,500 employees across selected commissions, stratified into leadership and operational cadres. A sample size of 380 respondents was determined using Yamane's formula with an adjustment for non-response, and selected through a multi-stage stratified random sampling technique to ensure adequate representation across departments and staff levels. Data were obtained through a structured questionnaire adapted from established scales and measured on a five-point Likert scale. The instrument titled GHRM practices questionnaire (GHRMPQ). Validity was ensured through expert review, while reliability was confirmed using Cronbach's alpha coefficient exceeding 0.70. Data analysis was conducted using regression analysis, with the aid of SPSS to test hypotheses and establish relationships among the study variables.The regression model below adopted from the work of Oladele et al. (2022) which explained the functional relationship of the variables as expressed thus:

$OS=\beta0+\beta_1(GRP)+\beta_2(GR)+\beta_3(GT)+ \varepsilon$

Where:

OS = Organisational sustainability (dependent variable)

GRP = Green Reward Process

GR = Green Recruitment

GT = Green Training

β_0 = Constant

β_1–β_3 = Coefficients

ε = Error term

RESULTS

The table below entails the linear regression outcome of the variables

Table 1: Linear Regression Analysis

Variables	B	Std. Error	Beta	t	Sig.
(Constant)	0.842	0.215	—	3.916	0.000
Green Reward Process (GRP)	0.109	0.047	0.102	2.319	0.021
Green Recruitment (GR)	0.182	0.051	0.164	3.569	0.000
Green Training (GT)	0.241	0.058	0.213	4.155	0.000
Regression Summary	**R**	**R^2**	**Adjusted R^2**	**SE of Estimate**	
	0.768	0.590	0.583	0.642	

Source: *Authors Computation (2026)*

The linear regression results in Table 1 present the influence of Green Human Resource Management (GHRM) practices such as Green Reward Process (GRP), Green Recruitment (GR), and Green Training (GT) on the organisational sustainability ofOil Producing Areas Development Commissions.The regression summary indicates a strong positive relationship between the independent variables and the outcome variable, as reflected by the correlation coefficient ($R = 0.768$). The coefficient of determination ($R^2 = 0.590$) shows that 59.0% of the variation in the dependent variable is explained by the combined influence of GRP, GR, and GT. The adjusted R^2 (0.583) confirms that the model remains robust after accounting for the number of predictors, while the standard error of estimate (0.642) suggests a reasonably good fit of the model to the data.Examining the individual coefficients, the constant ($B = 0.842$, $p = 0.000$) is statistically significant, indicating the baseline level of the dependent variable when all predictors are held constant.Green Reward Process (GRP) has a positive coefficient ($B = 0.109$) with a t-value of 2.319 and a significance level of 0.021 ($p < 0.05$). This implies that GRP has a statistically significant but relatively weak positive influence on the dependent variable. In practical terms, improvements in reward systems linked to environmental performance contribute modestly to enhancing the outcome.

Green Recruitment (GR) shows a stronger positive effect ($B = 0.182$, $\beta = 0.164$) with a t-value of 3.569 and a significance level of 0.000. This indicates that recruiting employees with environmental awareness and sustainability orientation significantly improves the dependent variable.Green Training (GT) exhibits the strongest influence among the predictors ($B = 0.241$, $\beta = 0.213$), with a t-value of 4.155 and a significance level of 0.000. This suggests that investment in environmental training and capacity building has the most substantial impact on the outcome variable. Thus, all variables are statistically significant and positively related to the dependent variable. However, Green Training emerges as the most influential predictor, followed by Green Recruitment, while Green Reward Process has the least but still meaningful effect. The results imply that capacity development and strategic recruitment are more critical drivers of performance outcomes than reward mechanisms, although all three dimensions collectively contribute significantly to explaining variations in the dependent variable.

DISCUSSION OF FINDINGS

The findings indicated that Green Human Resource Management (GHRM) practices specifically green recruitment, green training, and green reward processes positively and significantly influence organisational sustainability of Oil Producing Areas Development Commissions within Niger Delta Region. Green training emerged as the most impactful predictor, followed by green recruitment, while green reward processes, though significant, and exhibited a comparatively weaker effect. These results suggest that systematic capacity building and strategic recruitment are critical drivers of sustainability quality, whereas reward mechanisms, while important, remain underutilised or inconsistently implemented. The regression model, which explains approximately 59% of the variance in organisational sustainability outcomes, underscores the substantial but not exhaustive role of GHRM in shaping sustainable practices.These findings align closely with prior empirical studies. Okonkwo and Abiola (2022) similarly reported that green training, performance appraisal, and reward systems significantly enhance sustainability outcomes in oil-producing development commissions, though weak leadership commitment constrained effectiveness. The present study extends this insight by quantifying the relative contributions of specific GHRM dimensions, highlighting the critical role of training and recruitment. Aderibigbe et al. (2023) found that GHRM practices in Nigerian oil and gas firms significantly influenced environmental sustainability, but green reward systems were underdeveloped. This corresponds with the current results, which also identify reward mechanisms as the least influential, indicating a persistent implementation gap across sectors. Also, focused on the private sector, the present study contextualises GHRM effects within public sector commissions, addressing a critical contextual gap.

Oluwayemi et al. (2023) similarly demonstrated positive relationships between GHRM and sustainability in Nigerian manufacturing firms, yet inconsistencies in green reward practices limited employee motivation. This reinforces the current study's finding that reward systems require deliberate enhancement to maximize engagement. Ifeanyi and Musa (2023) emphasized the mediating role of green organizational culture between leadership styles and sustainability outcomes, highlighting the importance of leadership in shaping employee commitment. The study complements this perspective by implicitly linking leadership influence to the differential effectiveness of GHRM practices, though it also identifies the need for explicit integration of governance quality measures.

Nsirim (2024) further supports the notion that GHRM contributes to organizational adaptability and agility beyond environmental outcomes, particularly when reinforced by a supportive green climate. This underscores the broader value of systematically embedding GHRM in organizational processes. Chukwu and Onyekachi (2024) found that servant leadership strengthened the relationship between GHRM and sustainability in oil-producing area commissions, reinforcing the argument that leadership style moderates the effectiveness of HR interventions.Despite these contributions, notable gaps persist. Many studies focus on private firms or multinational corporations, limiting generalizability to public sector institutions. Leadership dynamics, governance quality, and employee-level experiences are often insufficiently integrated into analysis. Additionally, green reward systems remain inconsistently implemented, weakening the full potential of GHRM practices. The present study addresses these gaps by providing an integrated empirical assessment of GHRM practices, leadership styles, and governance quality within Nigerian Oil Producing Areas Development Commissions, highlighting both the critical drivers of sustainability and areas requiring institutional strengthening.

CONCLUSION AND POLICY RECOMMENDATIONS

The study concluded that Green Human Resource Management (GHRM) practices significantly influence organisational sustainability of Oil Producing Areas Development Commissionsins (NOPADCs). Among the GHRM dimensions, green training and green recruitment emerged as the most impactful factors, while green reward processes, though significant, remain underdeveloped. The study demonstrates that integrating environmental considerations into HR systems is not merely symbolic; it yields measurable benefits for ecological performance, socio-economic outcomes, and institutional efficiency. However, gaps persist in the consistent implementation of green reward mechanisms and in linking governance quality with HR practices, indicating that organizational sustainability in these commissions is contingent upon both systemic HR reforms and strengthened leadership commitment. Based on these findings, the following recommendations were made;

i. NOPADCs should formally integrate GHRM practices into all HR functions to ensure that sustainability objectives are embedded within organizational processes.
ii. Continuous capacity-building initiatives should be prioritized to equip staff with the technical skills and environmental awareness necessary for effective sustainability implementation.
iii. Policies aimed at improving transparency, accountability, and institutional oversight should be strengthened to ensure that sustainability initiatives are effectively implemented and monitored across all operational levels.

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