

EFFECTIVE STRATEGIES FOR HUMAN RESOURCE RISK MANAGEMENT IN NIGERIA

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Abstract

This study examined the challenges and strategies of managing human resource risks in Nigeria. It identified key types of HR risks including financial constraints, corruption, poor infrastructure, and weak enforcement of labour laws. The research explored how these factors hinder effective HR risk management in Nigerian organizations. Institutional challenges such as lack of government support and unclear policies were also discussed. Internal organizational problems like a shortage of skilled HR staff and management resistance were examined. The study reviewed possible solutions like advocating for HR budgets, partnering with training groups, and conducting HR audits. The discussion showed that many Nigerian companies struggle due to lack of funding and poor policy implementation. The research highlighted the importance of innovation and strategy to overcome these barriers. Proactive HR risk management was shown to be essential for protecting workers and improving business outcomes. Recommendations included urging organisations to invest in HR risk management tools and encourage cooperation between HR and legal departments. The need for national policy reviews and continuous training for HR professionals was also stressed. Thus, the study contributed to understanding how Nigerian organisations can better handle HR risks through clear strategies and support. This will help improve employee safety and organizational performance.

Keywords: Strategies, Human Resource Risk Management, Nigeria

Introduction

Human Resource Risk Management (HRRM) deals with spotting and controlling risks that affect staff and HR operations. These risks include poor hiring, skill gaps, low morale, poor safety practices, and conflict at work. If ignored, these risks may lead to lost money, lawsuits, or damaged trust in the company (Choudhary, 2025). HRRM is not just a support task. It is now a core part of running a stable and effective workplace. HR risk management has gained more attention in recent years. This is because businesses now face rising job stress, rapid staff

turnover, workplace abuse, and weak policy systems. Armstrong and Taylor (2023) note that HR risks go beyond small errors. They say one bad hire or poor training can affect a whole team or department. This is why HR risk must be taken seriously.

In Nigeria, managing HR risk is urgent as the country deals with many work-related challenges. These include poor labor law enforcement, weak HR policy use, and fast-changing business needs (Odoba *et al.*, 2025). Many firms do not follow due process when

hiring or firing workers. This leads to frequent court cases and rising staff grievances. Public and private sectors alike struggle with applying HR standards the right way. Kenku and Ogunkuade (2024) show that most HR departments in Nigeria lack clear plans to deal with risks. For example, many do not have proper plans for strikes, theft, poor staff habits, or skills shortages. This weakens workers' trust and affects how well people perform. Firms often manage staff issues in reactive ways, rather than in planned or structured steps. HR risk also includes issues like workplace injury, sexual harassment, or poor job safety. When these are not well handled, the company can face legal issues, bad press, or low team spirit. As Enumah (2025) explains in his study of risk in Nigeria's oil sector, poor staff planning can damage entire operations. He also notes that safety rules are often broken due to weak HR oversight. The global economy also affects how HR risks play

out in Nigeria. As more firms depend on digital tools and contract work, new risks arise. These include loss of worker data, job loss from tech use, and unclear job roles (Enumah, 2025). According to Alqudah *et al.* (2022), workers in rigid systems are slower to adjust when roles or tech change quickly.

This paper discusses why HRM matters and what firms can do to manage HR risks. The discussion begins with how HR risk links to law, policy and job ethics, and then progresses to giving simple tools and models for HR teams to use in daily tasks. The focus is both on private and public workplaces. In sum, Nigeria needs solid plans to deal with HR risks. These plans must be based on facts, ethics and fair laws. As Lomba *et al.* (2024) explain, when HR risks are ignored, firms lose time, money and skilled people. Managing risks helps teams stay strong, fair and focused on results.



Figure 1: Human Resource Risk Management

Source: Keepnet (2024)

Overview of Human Resource Risks

Risks in HR happen when things go wrong with hiring, training, keeping workers, or following laws. HR risks include many types of problems, which may be can be about recruiting wrong people who do not fit into the job. It can also be about losing good workers too quickly (Filemon *et al.*, 2024). Another risk is breaking labour laws, which can lead to fines or court cases.

Risks also include unsafe work places where accidents can happen. Sometimes, conflicts with unions or workers can cause some problems. By managing HR risks well, companies avoid losses and keep their workers safe and happy. This helps the business grow and reach its goals (Choudhary, 2025).

In Nigeria, HR risks are common because of certain problems in the work

environment. One big issue is poor recruitment systems. Many companies do not have strong ways to hire the right people. This leads to hiring staff who may not work well or leave the job soon after joining (Kenku & Ogunkuade, 2024). Another risk is weak enforcement of labor laws. Nigeria has many rules to protect workers, but these rules are often ignored. This causes problems like unpaid salaries, poor working conditions, and unfair dismissals (Odoba *et al.*, 2025). Employee turnover is also a serious risk. Many workers leave their jobs because they are

unhappy or find better offers elsewhere. High turnover means companies spend more money on training and lose valuable skills (Maliha *et al.*, 2025). Labour unions in Nigeria are powerful and sometimes cause crises. Disputes between unions and employers can lead to strikes. These strikes disrupt business and hurt the economy (Filemon *et al.*, 2024). Workplace safety is another risk. Many workplaces lack safety measures. This can lead to accidents and injuries. When workers get hurt, companies face legal risks and lose trust (Choudhary, 2025).

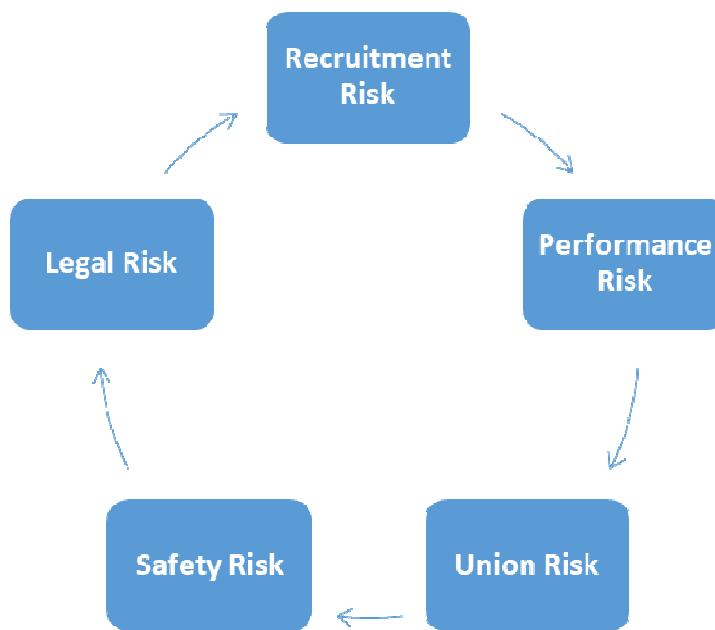


Figure 2: Human Resource Risk Categories Model

This model will help visualise the main HR risks faced by Nigerian companies. Recruitment risk can take up a large part of the pie because poor hiring is common. Legal risk also covers many issues like labor law breaches. Performance risk relates to workers not meeting targets due to low skills or motivation. Safety risk covers workplace accidents. Union risk includes strikes and labor disputes (Filemon *et al.*, 2024; Kenku & Ogunkuade, 2024). These risks help companies focus on what needs fixing. For example, improving recruitment systems can reduce staff turnover and boost productivity. Enforcing labour laws ensures fair treatment and fewer legal cases. Providing good workplace safety reduces accidents and builds trust (Maliha *et al.*, 2025).

Table 1: HR Risks in Nigeria and Their Effects

HR Risk	Description	Effects on Business
Poor Recruitment	Hiring wrong or unqualified staff	Low productivity, high turnover
Weak Labour Law Enforcement	Ignoring worker rights	Legal fines, low employee morale
High Employee Turnover	Staff leave frequently	Training costs, skill loss
Union Crises	Strikes and disputes	Business stoppage, financial loss
Workplace Safety	Unsafe conditions	Accidents, lawsuits, low trust

This table summarises the main risks and how they hurt businesses in Nigeria (Kenku & Ogunkuade, 2024; Filemon *et al.*, 2024). In Nigeria, many companies face these HR risks because of economic instability and weak government oversight. Labor laws exist but enforcement is weak, causing many companies to ignore rules (Odoba *et al.*, 2025). This makes managing HR risks harder. Also, cultural and social factors affect HR risks. For example, favoritism in hiring can cause poor staff quality. The unstable economy means workers change jobs often looking for better pay (Lomba *et al.*, 2024). HR risk management is very important for Nigerian companies. Knowing the risks helps to reduce losses and keep workers safe and satisfied. This creates a better workplace and improves company success (Filemon *et al.*, 2024; Choudhary, 2025).

Causes and Effects of HR Risks

Human Resource (HR) risks happen when there are problems in managing employees and workplace systems. These risks can come from weak rules, bad leadership, or unfair hiring practices. One main cause is weak HR policies. Many organizations in Nigeria lack clear rules about hiring, training, and managing staff. Without strong policies, managers may make poor decisions that harm staff and the organization (Egiyi & Eze, 2022). Poor policies also make it hard to handle disputes and

compliance issues (Ishenis, Yusuf & Halima, 2022). Another cause is low investment in training employees. When companies spend little on staff learning, employees do not gain new skills or improve. This leads to poor job performance and mistakes (Kakiya, Mose & Rono, 2019). Without training, workers may feel stuck and leave for better jobs (Kawugana, Adamu & Mubi, 2020). Corruption and nepotism in hiring also cause HR risks. In many Nigerian workplaces, hiring is not always based on merit. Instead, some people get jobs due to favoritism or bribes. This reduces staff quality and causes tension among employees (Mohamed, 2020). It also lowers morale because workers feel unfairly treated (Nasser & Norha, 2021). Poor leadership is another key cause. Managers who lack proper skills or do not lead well create a bad working environment. They may fail to communicate clearly or handle conflicts fairly (Ogalo, 2021). Weak leaders also ignore important HR problems, making them worse over time. These causes often appear together. For example, weak policies can allow corruption, and poor leadership can reduce training chances. These factors create a risky work environment in many Nigerian firms (Ikhyyo, Mohammad & Farzaneh, 2023).

HR risks affect workers and organisations in many negative ways. One major effect is low productivity. When workers face poor conditions or unclear expectations, they do

less work or make errors. This slows down business growth and wastes resources (Sakib, 2021). High staff turnover is another result. If employees feel unhappy or unsafe, they quit their jobs. This leads to loss of skilled workers and extra costs to hire and train new staff (Salazar-Baño, Chas-Amil & Soliño, 2024). High turnover also disrupts teamwork and lowers company morale (Tade & Ayodele, 2019). HR risks can cause legal problems for companies. When firms fail to follow labor laws or handle disputes well, they face lawsuits. These legal battles damage company reputation and bring fines (Ukhurebor *et al.*, 2021). Bad publicity from lawsuits can scare away customers and investors (Van Thuyet, Ogunlana & Dey, 2019). Workplace accidents are also linked to HR risks. Poor training and weak safety policies increase the chance of injuries. Unsafe workplaces harm employees and lead to lost work days and compensation claims (Wizor & Wali, 2020). This lowers overall company performance (Woldesellasse & Tesfamariam, 2023).

Table 2: Cause-and-Effect Matrix of HR Risks

HR Risk	Cause	Effect
High turnover rate	Poor working conditions	Loss of skilled staff
Legal compliance failure	Untrained HR staff	Fines and legal penalties
Workplace conflict	Poor communication	Reduced team performance

This table shows how certain factors lead to specific HR risks and their effects. For example, poor work conditions cause high turnover. Untrained HR staff result in legal problems. Bad communication causes conflicts that hurt teamwork. In Nigeria, these risks slow down companies and increase costs. They also reduce staff motivation and hurt the company image

(Egiyi & Eze, 2022; Ishenis, Yusuf & Halima, 2022). Businesses that do not manage HR risks well struggle to grow or stay competitive (Kakiya, Mose & Rono, 2019). Addressing these causes is key to stopping the negative effects. Strong policies, fair hiring, good leadership, and regular training can reduce HR risks. Companies that manage these risks improve productivity and keep their workers safe and happy (Kawugana, Adamu & Mubi, 2020; Ogalo, 2021).

Effective Strategies for Managing HR Risks

Recruitment and Selection Strategies:

Recruitment is a key step to reduce HR risks. Employers should use background checks to verify candidate history. This helps avoid hiring people with false claims or poor records. A clear and open hiring process builds trust. It stops corruption and nepotism from affecting who gets hired. Using skill-based tests checks if candidates can do the job well. This method prevents unqualified hires who may harm company goals. Transparent recruitment lowers risks tied to staff quality. According to Ilic *et al.* (2023), organizations that use strict vetting improve workforce reliability. Also, Li and Pilz (2023) explain that clear hiring steps promote fairness and reduce legal risks. When companies focus on skill tests, they also improve overall performance (Gurmu & Ongkowijoyo, 2020). In Nigeria, transparent hiring remains a challenge but is critical to lowering HR risks (Emelu *et al.*, 2021).

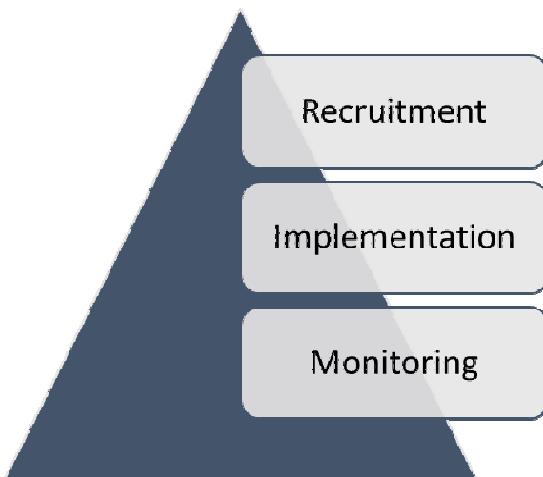


Figure 3: Strategic HR Risk Management Framework

Employee Retention Tactics: Keeping good employees lowers HR risks like turnover and poor morale. Career development programs help workers grow skills and stay longer. They feel valued when companies invest in their growth. A fair salary and benefits package also keeps staff motivated. Competitive pay makes workers less likely to leave for better offers (Hassan, 2022). Companies that promote work-life balance reduce burnout. Flexible hours and health programs improve loyalty and reduce absences (Ilic *et al.*, 2023). Retaining employees saves costs linked to hiring and training new staff. It also builds a stable and experienced workforce. In Nigerian firms, weak retention tactics increase turnover risks (Erakpotobo & Omo, 2022). Investing in workers' growth and welfare reduces HR risks and supports firm success (Landi *et al.*, 2022).

Compliance and Legal Risk Management: Ignoring labour laws creates legal risks that can harm firms. Companies need to review HR policies regularly to stay updated. Laws and rules change often and businesses must adjust. Training staff on labor laws raises awareness and reduces violations. Well-trained HR teams

prevent costly lawsuits and penalties (Maliha *et al.*, 2021). Forming legal audit teams ensures constant checks on company practices. These teams find risks early and suggest fixes before problems grow. Compliance lowers chances of fines and reputation loss (Ishenis *et al.*, 2022). In Nigeria, many firms struggle with law enforcement and lose money from legal risks (Emelu *et al.*, 2021). Proper legal risk management protects firms and improves trust among workers (Mohamed, 2020).

Performance Management and Monitoring: Setting clear key performance indicators (KPIs) helps track worker output. KPIs give measurable goals and reduce confusion. Regular performance reviews keep staff informed about their progress. Feedback systems encourage improvement and engagement. Employees who get regular feedback perform better and feel more valued (Gurmu & Ongkowijoyo, 2020). Monitoring performance identifies problems early. It allows managers to support workers and fix issues before they escalate. Poor performance left unchecked can cause risks like low productivity and staff loss (Ishenis *et al.*, 2022). Good performance management supports strong

teams and risk control. Nigerian organizations often lack structured review systems, which adds to HR risks (Erakpotobo & Omo, 2022).

Table 3: Risk Prevention and Control Strategy

HR Risk	Strategy	Expected Outcome
Recruitment risk	Clear job descriptions & vetting	Hiring qualified candidates
Legal risk	Staff training on compliance	Reduced legal penalties
Turnover risk	Incentives & recognition programs	High employee retention

Role of Technology in HR Risk Management

Technology is changing how organisations manage human resource risks. Tools and systems make handling data, tracking staff behavior, and predicting problems easier. This helps reduce errors and improves decision-making in HR.

HR Information Systems (HRIS): HR Information Systems are software platforms that store employee data safely. These systems hold records like personal details, work history, and payroll information. Storing this data in one place prevents loss and unauthorised access (Mamatha *et al.*, 2023). HRIS also track staff attendance. They record leave, absences and complaints automatically. This helps HR spot attendance problems early before they become serious. For example, if many employees take unplanned leave, managers can act quickly (Ilic *et al.*, 2023). HRIS can improve communication within companies. Employees can use self-service portals to check their leave balance or update personal details without delay. This reduces HR workload and speeds up routine tasks (Sinambela *et al.*, 2022). The use of HRIS

leads to better control of employee records and easier risk management. It also supports compliance with labor laws by keeping accurate records (Li & Pilz, 2023).

Risk Detection Tools: Risk detection tools analyse data from HRIS and other sources to find patterns that indicate risks. One common risk is absenteeism. These tools flag unusual trends like frequent absences or long sick leaves (Mamatha *et al.*, 2023). Compliance checks are another important function. These tools scan HR activities to ensure rules are followed. Alerts notify managers if policies are broken or legal deadlines missed (Ramin & Ghoddousi, 2022). These systems reduce human error by automating audits. This makes legal risks lower and boosts overall workplace safety (Maliha *et al.*, 2021). Managers can focus on solving issues instead of searching for data. Early risk detection also helps in preventing bigger problems such as fraud or employee misconduct (Widyanty *et al.*, 2020).

Artificial Intelligence in HR Risk Analysis:

Artificial intelligence (AI) is a powerful tool in HR risk management. AI supports hiring decisions by screening resumes and matching candidates to job roles. This reduces bias and speeds up recruitment (Rodgers *et al.*, 2023). AI tools can analyze staff data to predict turnover risks. These predictions help companies plan for replacements and retain key employees. For example, if AI detects that a certain group of employees is likely to leave soon, HR can offer incentives to keep them (Ilic *et al.*, 2023). AI also helps in continuous monitoring by analysing employee performance and feedback. This supports better decisions on training and promotions. Despite its benefits AI must be used carefully to avoid privacy violations and unfair treatment. Companies must follow ethical

guidelines when using AI in HR (Rodgers *et al.*, 2023).

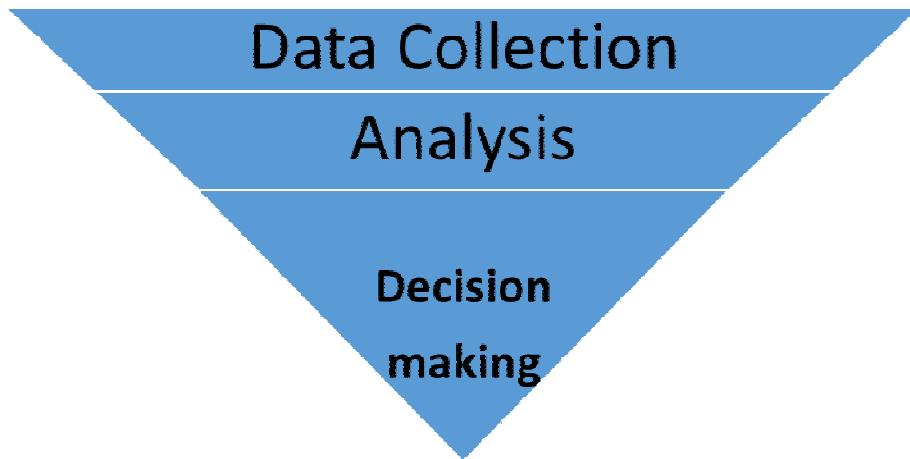


Figure 4: Human Resource Technology Tools

Technology is a strong aid in managing HR risks. HRIS keep data safe and organised. Risk detection tools find problems early. AI supports hiring and predicting turnover. Together these technologies build stronger HR risk systems (Mamatha *et al.*, 2023; Illic *et al.*, 2023).

Challenges to Effective HR Risk Management in Nigeria

Managing risks in human resources (HR) is crucial for any organization. In Nigeria, HR risk management faces many challenges. These problems make it hard to protect employees and keep organisations running smoothly. This section looks at the main issues affecting HR risk management in Nigeria.

Lack of Funding: Many Nigerian organisations do not have enough money to run HR risk programs well. When there is no budget, HR teams cannot buy the right tools or train staff properly. This lack of funding slows down the efforts to manage risks. Without money, it is hard to do much to reduce risks that can harm employees or the company (Sinambela, Darmawan & Mendrika, 2022).

Corruption and Favoritism: Corruption and favoritism affect HR risk management in Nigeria. Sometimes decisions are made based on

personal ties rather than merit. This can lead to poor hiring choices or ignoring risky behaviour. When corruption is present, HR risks rise because weak policies are overlooked (Rodgers *et al.*, 2023).

Poor Infrastructure: Many workplaces in Nigeria lack basic facilities that support good HR risk management. Poor roads, unreliable electricity, and low internet access make it difficult to run modern HR systems. This problem makes it harder to track employee issues or respond quickly to risks (Widyanty *et al.*, 2020).

Weak Labor Law Enforcement: Nigeria has labor laws that should protect workers and guide HR practices. However, enforcement of these laws is often weak. Organisations may not follow rules strictly because of low supervision. This lack of enforcement leaves workers at risk and makes HR management less effective (Sinambela *et al.*, 2022).

Institutional Challenges

Institutional problems also make HR risk management difficult.

Poor Government Support: The government plays a big role in shaping HR policies and providing resources. In Nigeria, government support is often weak. Agencies meant to help enforce labor laws may lack funding or proper staff. This leads to poor oversight and fewer resources for HR risk control (Rodgers *et al.*, 2023).

Unclear Policies: Many organisations in Nigeria do not have clear policies on HR risk management. Policies may be incomplete, outdated, or not communicated well to staff. When policies are unclear, HR teams struggle to manage risks properly. Workers may not know their rights or how to report problems (Sinambela *et al.*, 2022).

Internal Organisational Challenges

Within organizations, internal problems also harm HR risk efforts.

Lack of Skilled HR Professionals: Many companies in Nigeria face a shortage of trained HR staff. Skilled HR professionals understand how to identify risks and apply best practices. Without them, risk management becomes weak. HR teams may not know how to handle complex problems or use new technology (Widyanty *et al.*, 2020).

Management's Resistance to Change: Sometimes managers do not want to change old ways of working. They may ignore HR risk management or see it as unimportant. Resistance to change slows down improvements in safety and staff wellbeing. This attitude causes delays

in adopting better risk management methods (Rodgers *et al.*, 2023).

Table 4: Challenges and Possible Solutions

Challenge	Possible Solution
No HR budget	Advocate for budget allocation
Lack of training	Partner with training organizations
Poor policy implementation	Conduct HR audits and third-party evaluations

This table shows common challenges in Nigerian HR risk management. It also suggests clear ways to improve the situation. For example, pushing for budget support helps get the money needed. Training partnerships build staff skills. Regular audits ensure policies are followed and improved (Sinambela *et al.*, 2022; Rodgers *et al.*, 2023). In summary, HR risk management in Nigeria faces many problems. Lack of funds, corruption, poor infrastructure, and weak law enforcement slow progress. Government and internal organizational issues add to the challenges. To manage risks well, Nigerian companies must address these barriers with clear policies, proper funding, training, and stronger support. Without action, HR risks will continue to threaten worker safety and business success.

Review of Related Studies

Kenku and Ogunkuade (2024) provided an in-depth look into how Human Resource Management (HRM) has changed in Nigeria in the 21st century. It explains that HRM is now a central part of helping businesses succeed. The authors look at common HR challenges like not having enough skilled workers, dealing with different types of people in the workplace, keeping employees happy and engaged, following labor laws, and handling mental health issues. One key idea is how new technology and remote work are changing how HR teams do

their jobs. The paper also talks about how improving workers' skills and using modern HR technology can solve many problems. It says HR should not only focus on business goals but also care for the well-being of employees. The authors stress that better HR practices can lead to better job satisfaction and higher productivity, which is good for Nigeria's economy. Overall, the paper helps readers understand what is needed to make HR work better in Nigerian organizations.

Abdelwahed and Ramish (2025) focused on how green HRM (Human Resource Management) helps improve how organizations work and how employees behave toward the environment. Though the study was done in Egypt's health sector, the findings are helpful for Nigerian HR strategies too. The paper explains that green HRM means making environmentally friendly choices in recruitment, training, and performance reviews. These green practices are found to help create a workplace culture that values the environment, which the authors call "green culture." The study also finds that green culture helps organisations perform better. A key takeaway is that green culture plays a middle role—helping connect green HRM practices to better organisational results. The authors recommend that organisations create policies to support eco-friendly behavior among workers. They believe that when HR focuses on environmental issues, it can improve staff performance and help protect nature. Even though this is not based in Nigeria, the ideas can inspire Nigerian companies to combine HR practices with environmental care to reduce risks and improve performance.

Odoba *et al.* (2025) examined how Nigeria's labor laws affect HR practices in government organizations. It shows that labor laws play a big role in how workers are hired and treated. These laws are meant to protect

workers and make sure everyone has a fair chance. The study says HR departments are responsible for making sure these rules are followed. It uses a theory called Scott's Institutional Theory to explain how rules shape HR behaviour. The findings show that labor laws have helped improve how public workers are hired. HR departments now give training and support to help workers follow the law. However, the paper also shows that some rules are old or not flexible enough, which causes problems. One major issue is that government jobs can be very rigid, making it hard for HR to be creative. The authors suggest updating Nigeria's labor laws to meet modern needs and make it easier for HR to work well. This study is very useful because it shows how legal risks affect HR decisions and highlights what can be done to reduce those risks.

Izuogu and Onyekwere (2019) explored how HR practices affect the health and safety of workers in a large offshore project in Nigeria. It studies how companies like Saipem manage recruitment, training, and pay, and how those actions relate to employee safety. The study looks at Nigerian workers and subcontractors on offshore vessels. The research uses surveys from workers and analyses the data using statistical tools. The authors find a clear link between good HR practices and a better health and safety environment. For example, proper training and fair pay lead to fewer accidents and a more positive workplace. The study uses theories like Human Capital Theory to explain why investing in people improves outcomes. The results show that companies need to make health and safety a key part of HR. The researchers recommend HR teams include safety planning in their decisions and encourage regular employee training. This study is useful for Nigerian HR managers because it shows how health risks at work can be managed by applying the right HR strategies. It

also proves that taking care of employees' well-being is not just ethical but also improves overall performance.

Gbadamosi and Adisa (2022) explained the history and present-day challenges of HRM in Nigeria. It shows how HR has changed from colonial times to the current period. The authors say HR in Nigeria is affected by social and cultural issues like ethnicity, religion, and the informal economy. These factors make managing people more difficult. The paper also shows that Nigerian HRM lacks enough research and needs better policies. It highlights the challenges of poor infrastructure and weak institutions. One important idea is that both local and foreign companies in Nigeria must understand these unique problems to succeed. The authors suggest a new HR model that focuses on Nigeria's specific needs. This model can help guide better research and policy-making in the future. They also believe HR should be inclusive and reflect international best practices. The study helps HR professionals understand that managing people in Nigeria requires more than just copying Western ideas. It needs solutions that work within Nigeria's culture and systems. This chapter is valuable because it helps set the foundation for reducing risks in HR and improving how people are managed in Nigerian organizations.

Filemon *et al.* (2024) examined how public sector organisations manage risks related to human resources (HR). These HR risks—like poor hiring, legal mistakes, or policy issues—can harm how government organisations run. The study used a survey of 30 staff members from the Erongo Regional Council to understand their practices. It found that most people were aware of HR risks and their importance, and there was a positive link between good HR risk management and better performance. However, it also showed that some challenges still exist,

such as poor implementation. The researchers suggested more awareness and training to help staff handle HR risks better. Overall, this study highlights how crucial HR risk management is in helping organisations avoid disruptions and improve public trust.

Lomba *et al.* (2024) focused on how risk management affects the work of the Nigerian Customs Service. The researchers surveyed 241 customs workers in two major offices in Rivers State. They looked at different risks like fraud, security issues, and revenue loss. They found that these risks hurt the efficiency of customs work. The results showed that better risk management helps make customs operations run more smoothly. The study used both statistics and charts to explain its findings. It recommended things like fighting corruption through stronger laws and regular checks. The main point is that good risk management helps customs officers do their jobs better and also increases public trust.

Enumah (2025) explored risks in Nigeria's oil and gas sector. It says this sector faces problems like oil theft, unstable prices, vandalism, poor regulations, and violence in oil-rich areas. These problems reduce profits and scare away investors. The paper looked at how well companies are managing these risks and found that while some strategies exist—like using technology and talking with local communities—they are not enough. The study recommends better planning, stronger laws, and teamwork among all players. It also suggests looking into renewable energy to reduce overdependence on oil. In summary, the paper shows that for the oil and gas industry to survive and grow, it must do better in managing all kinds of risks.

Choudhary (2025) discussed about how important human resources (HR) are in managing workplace risks. It points out that

people in an organisation—like their behavior and how they are managed—can cause problems if not handled well. HR professionals need to think ahead about possible issues and prepare for them. This includes everything from hiring mistakes to employee conflicts. The study argues that managing HR risks should be a key job of HR departments. By preparing for risks before they happen, companies can avoid bigger problems later. The main message is that smart HR planning and risk awareness help organizations stay strong and successful.

Maliha *et al.* (2025) studied how HR strategies affect workers' performance in the construction industry. It looked at 149 sources and selected 39 that were most relevant. The authors used content analysis to break down common HR strategies and practices. They found five main areas: HR planning, recruitment, training, follow-up, and career planning. Popular practices included good job descriptions, recruiting from within the company, fair pay, and clear career paths. These strategies were shown to have a strong effect on how well workers performed. The study proves that when construction companies take HR seriously, it leads to better worker performance and overall success.

Conclusion

This paper reviewed the main risks faced by human resource management in Nigeria. It showed that challenges like lack of funds, corruption, poor infrastructure, and weak labor law enforcement make HR risk management difficult. Institutional problems such as weak government support and unclear policies add more barriers. Inside organisations, lack of skilled HR professionals and management resistance slow down progress. These challenges increase risks to both employees and the company. The study pointed out that solving

these problems needs good strategy and new ideas. Nigerian HR systems must adopt clear policies and use modern tools to handle risks better. Innovation will help organisations find new ways to protect workers and improve their work environment. Proactive risk management is key. Waiting for problems to happen will only cause more damage. HR teams must identify risks early and act fast to reduce harm. Overall, managing HR risks well supports better employee safety and helps businesses grow. Nigerian organisations must not ignore these risks. They should see HR risk management as an important part of their success. If they can overcome the challenges and use effective strategies, they will build stronger workplaces. This will lead to more productive staff and safer operations. This work showed that HR risk management needs both careful planning and strong support from all levels of government and management.

Recommendations

It is recommended that Nigerian organizations should invest more in tools that help manage HR risks. These tools include software for tracking employee issues and systems for reporting risks early. Investing in such tools will help catch problems before they grow. It will also make HR work easier and more effective. Partnerships between HR and legal teams should be encouraged. Legal experts can help make sure labor laws are followed. Together, they can build policies that protect workers and keep companies safe from legal problems. This cooperation is important for proper risk management. There is also a need to review and update HR policies at the national level. Many current policies are unclear or outdated. National leaders should work to make laws that reflect today's work conditions. Clear policies will guide organizations and make enforcement

stronger. Continuous training for HR professionals is vital. Training will help HR staff learn the latest methods in risk management. It will also improve their skills in handling complex employee issues. Well-trained HR teams can better identify risks and apply solutions quickly. In summary, Nigeria needs to focus on building strong HR risk management systems. This means using the right tools, creating good policies, and training staff well. Organisations that do this will protect their workers and improve their performance. Strong HR risk management will lead to safer workplaces and better business results in Nigeria.

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