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## EXPLORING MEANS OF PROMOTING SUSTAINABLE DEVELOPMENT GOAL 8 (DECENT WORK AND ECONOMIC GROWTH) IN NIGERIA: HUMAN RESOURCE MANAGEMENT PERSPECTIVE.

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### Abstract

*This paper explores the means to promote Sustainable Development Goal (SDG) 8 (decent work and economic growth) in Nigeria drawing from the Human Resource Management Perspective. SDG 8 is focused on promoting inclusive and sustainable economic growth, full productive employment, and decent work for all. Economic growth refers to an increase in a country's GDP; and decent work refers to adequate opportunities for work, remuneration, safety at work, and healthy working conditions. It connotes a job with better working conditions that promote workers' competence, efficiency, and greater output. Society has lots of benefits when more people become productive and contribute to the economy, and Human Resource Management has some roles to play in bringing about this. This paper's findings indicate that Human Resource Management can ensure decent work and economic growth through human resource procurement for inclusion and diversity, protection of workers' rights, provision of safe and inclusive working environment, opportunities for training and development, and driving business initiatives hinged on the imperatives of decent work for economic growth. The paper concludes that a country with decent work opportunities will enjoy greater productivity, leading to economic growth. Therefore, the paper recommends that organizations should participate in achieving the Sustainable Development Goal (SDG) 8 relating to decent work and economic growth by fostering better Human Resource Management practices in the areas of human resource procurement, protection of workers' rights, provision of a safe and inclusive working environment, training and development initiatives and business activities that drive worker commitment for attaining the SDG 8.*

**Keywords: Sustainable Development, Sustainable Development Goal 8, Decent Work, Economic Growth, Human Resource Management.**

## INTRODUCTION

Every society relies on the meaningful contributions and support of its workforce to obtain a reasonable level of growth in Gross Domestic Product (GDP). The key determinant in the uprise of a country's economy is largely dependent on workers and the labour force. Workers' skills, knowledge, time, and energy, invested in daily business operations are factors that promote economic growth and productivity in a nation. An economy is more valuable, indispensable, and said to be productive when the number of skilled workers increases, and equal labour opportunities are available across gender, ethnicity, race, and age. Therefore, the inclusion of more men and women in the workforce is a necessity for achieving growth and stability in the Nigerian economy; and sustainable development goal 8 promotes economic growth and decent work for all.

According to ORADI (2019), sustained and inclusive economic growth can drive progress, create decent jobs, and improve the living standards of a nation. Yet, in this present day, the global unemployment rate is on the increase and has resulted in lack of jobs for millions of people in recent times. Men and women are underutilized in the labour force as the unemployment rate rose to 33.30% in the fourth quarter of 2020 from 27.10% in the second quarter of 2020 (National Bureau of Statistics, Nigeria, 2022). This surmises that, at the end of 2020, five out of ten youths were unemployed; and this had a negative impact on youths who never experienced the benefits of paid employment and older people who lost their jobs because of COVID pandemic, retrenchment, redundancy, bankruptcy or change in government policies (Abada, et. al., 2021).

The high rate of unemployment has made the labour market in Nigeria exhibit some peculiar characteristics (Sodipe & Ogunrinola, 2011, pp. 233) which include: First, the expansion of the informal sector where many who would have remained unemployed take up low-wage jobs or even self-employment while hoping to pick up formal sector job when available. Second, the unemployed in the nation do not enjoy any form of insurance or any social benefit from the government. Third, the reported unemployment rates in official documents are usually very low due to the high rate of disguised employment and underemployment in the informal sector. Fourth, self-employment, part-time employment, and unpaid employment in family enterprises have a disproportionate share in total employment. Out of 8.46 million persons that work, 1.83 million or 21.67% work for pay/wage, 5.84 million or 69.03% are self-employed, 83,978 or 0.99% are paid apprentices and 703,240 or 8.31% are unpaid houseworkers (National Bureau of Statistics, Nigeria, 2022). In this era where many are unemployed, organizations continue to treat workers poorly and even invest more in machines just to attain cheap labour. The exploitation of labour in organizations is on the increase as managers take undue advantage of their subordinates owing to lack of job security and inadequate job opportunity in society. This fits the definition of modern slavery, a term that reminds us that such practices unfortunately are still prevalent in a range of industries or organizations in Nigeria and across the globe.

The Gross Domestic Product (GDP) and labour productivity keep fluctuating (National Bureau of Statistics, Nigeria, 2022) and those at the bottom level in society often do not have opportunities to get productive employment. They have no security in the workplace or social protection for families. Also, they do not have equal opportunities for personal development and social integration; and they do not enjoy the benefits of economic growth as they have no equitable opportunities. As a result, growth is sluggish and not inclusive as more work gets concentrated in a small fraction of the population; in-equalities are widened and there are not enough jobs to keep up with the growing labour force. These trigger stress and tension among

social groups. It is considering the above that this paper explores the means to promote sustainable development goal eight (decent work and economic growth) in Nigeria drawing from the Human Resource Management Perspective.

## **SUSTAINABLE DEVELOPMENT AND AGENDA 2030 GOALS**

Sustainable development is a means of combining economic development, social inclusion, and environmental sustainability (Sachs, 2015) to meet human needs. It is centered on promoting economic growth, eliminating poverty, and protecting human-induced degradation. To link the issues of economic development and environmental stability, the Brundtland Commission Report of 1987, *Our Common Future*, defines sustainable development as a process that is focused on “meeting the needs of the present, without compromising the ability of future generations to meet their own needs” (United Nations General Assembly, 1987: 43). Sustainable development is focused on inter-generational equity (fairness between generations) and aims to maintain economic progress and advancement while protecting the long-standing value of the environment.

The Sustainable Development Goals (SDGs) are a set of universally adopted goals that are focused on: providing fair and sustainable health for all, eliminating poverty and hunger, as well as providing decent work and economic growth. It aims to transform the world by ending poverty, protecting the planet, and ensuring that people in every nation enjoy peace and prosperity, now and in the future; and it presents a framework that is widely intuitive and intended to build upon the progress established by the Millennium Development Goals (Morton, Pencheon & Squires, 2017). It sets out the vision, mission, values, and commitments to a fairer and more sustainable global society; and its three pillars are the environment, society, and the economy. The environment supports society and society in turn supports the economy.

The Agenda 2030 sustainable development goals were universally adopted in September 2015 by all 193 member states of the United Nation, to achieve long-term stability of the world economy and environment. It was the evolution of two previous processes which include: Agenda 21 and Millennium Development Goals (Stoddart, 2011). The agenda was built on the groundwork of these processes and gained global adoption and broad support across nations. Agenda 21 laid out a whole bunch of environmental priorities for the planet, while the Millennium Development Goals (MDG) outlined eight (8) goals, targeted at developing countries and mainly focused on human development (Deneulin, 2009). So, things like eliminating poverty, universal primary education, gender equality, child and maternal health, fighting against diseases, and even environmental sustainability constituted these goals (Millennium Development Goals Report, 2015). The global community has two focuses which include: environmental focus and human development focus. In 2012, world leaders agreed to bring the two processes together to create a more comprehensive framework that will be relevant to every country on the planet, regardless of its level of development, and to be adopted as a global community, hence, the shift to sustainable development. According to Sachs (2015), sustainable development is suitable for fairness in societies and a path to social, environmental, and economic prosperity. It provides a framework for the integration of environmental policies and developmental strategies (United Nations General Assembly, 1987).

## **SDG 8: DECENT WORK AND ECONOMIC GROWTH**

Sustainable Development Goal 8 is one of the 17 sustainable development goals put forth by the United Nations in 2015, the year the millennium development goals ended. SDG 8 promotes economic growth, sustainable or productive and inclusive employment, and decent work for all (United Nations, 2015). The progress of Nigeria towards the achievement of economic growth and decent work for all is measured, monitored, and evaluated by their respective indicators. The major emphasis of SDG goal 8 includes youth employment, education and training, improved labour productivity, dignified labour as the prohibition of forced labor, and so on. It focuses on decent work and economic growth; especially on promoting inclusive and sustainable economic growth, full productive employment, and decent work for all (U. N. Secretary-General, 2017).

Without decent work and economic growth, citizens are exposed to the risk of poverty, loss of good health, unemployment, and hunger. Therefore, sustainable development goal 8 aims to lower unemployment rates, eradicate poverty, eliminate hunger, and erase modern slavery as well as financial instability (ORADI, 2019). Financial instability adversely affects both the growth process and the welfare of citizens in a nation. For instance, fluctuations in the rate of foreign exchange affect international trade and introduce an element of uncertainty into the economic life of the nation. SDG 8 also seeks to establish a Pareto optimal solution in the Nigerian economy. According to Chinchuluun and Pardalos (2007), Pareto's optimal solution represents a measure of efficiency in the multi-objective context where several conflicting objectives must be accounted for within an optimization process. It is the state at which resources in each system are optimized for efficiency (Luc, 2008). An economy that reaches a Pareto optimal solution is commonly said to be efficient, sustained, and inclusive.

The 2030 agenda for sustainable development is seen as a comprehensive action plan for people, the planet, and prosperity (Sachs, 2015). There are three facets of sustainable development: environmental, social, and economic sustainability (ORADI, 2019). Notably, the agenda also added the notion of peace and partnership to these traditional spheres of sustainability to create the five P's of sustainable development: people, planet, prosperity, peace, and partnership. The agenda is made up of 17 goals, 169 targets, and over 230 indicators for measuring progress (Sustainable Development Goal Indicators, 2017). The 17 goals include: (i) eliminate poverty, (ii) erase hunger, (iii) establish good health and well-being, (iv) provide quality education, (v) enforce gender equality, (vi) improve clean water and sanitation, (vii) grow affordable and clean energy, (viii) create decent work and economic growth, (ix) increase industry, (x) innovation, and infrastructure, (xi) reduce inequality, (xii) mobilize sustainable cities and communities, (xiii) influence responsible consumption and production, (xiv) organize climate action, (xv) develop life below water, (xvi) advance life on land, guarantees peace, justice and strong institutions, and (xvii) build partnerships for the goals (U. N. Secretary-General, 2017). The goals were meant to create a more comprehensive picture of sustainable development. It has four fundamental principles embedded in it. These include integration, universality, inclusivity, and leaving no one behind (ORADI, 2019). The 2030 agenda recognizes the system-making nature of our world and the interconnectedness between domains of society. It is universal; given that it applies to the richest countries as much as it applies to the poorest countries; it applies equally to every single country and was adopted across nations. It is ultimately the responsibility of countries to engage all sectors of society: NGOs and civil society, academics and researchers, the private sector, international organizations, the community, and the government, to achieve sustainable development.

Economic growth is an increase in the capacity of an economy to produce goods and services, compared to one period to another (Hassett, 2008). According to Agboli (2021, PREPRINT), economic growth is a fundamental requisite or requirement for economic development. The economic growth of a nation is associated with policies aimed at transforming and restructuring the real economic sectors. It indicates an increase in a country's GDP compared to a previous period and comparing the GDP of several periods is a better indication of growth in a nation. The Nigerian real GDP in the second quarter of 2022 was N12,841.54 billion. This is lower than the value recorded in the first quarter of 2022 (N13,001.28 billion) but was higher than the value recorded in the corresponding period of 2021 which stood at N9,712.02 billion (National Bureau of Statistics, Nigeria, 2022). In 2019, the GDP was 448.1 billion U.S. dollars; while in 2020, it was 432.3 billion U.S. dollars; and in 2021, the GDP was 441 billion U. S. dollars. This means that Nigeria recorded year-on-year negative GDP growth of 3.65% between 2019 and 2020. In other words, the GDP growth rate fell by 3.65% between 2019 and 2020. Meanwhile, between 2020 and 2021, the GDP growth increased by 1.97%; and in the first quarter of 2022, the growth rate reduced by 3.11% (National Bureau of Statistics, Nigeria, 2022). From a cursory look at the country's real GDP, it appears that the recent economic growth trends have been insufficient to make a wholesome impact on employment generation.

Decent work for all refers to adequate opportunities for work, remuneration, safety at work, and healthy working conditions. It connotes a "job with a productive and better working condition for everyone, including good and equitable pay, job security and social protection for workers, social integration and prospects for personal development" (ORADI, 2019 pp. 23). It is a "productive work for women and men in conditions of freedom, equity, security, and human dignity" (International Labour Organization, 2015). Men and women aspire to get productive work that pays a fair income and delivers social protection and security in the workplace. Hence, decent work is a work opportunity that is legal and organized, pays a fair income, and allows freedom for workers to express their concerns. It creates long-lasting positive change in society and its essential components include equal opportunities and treatment for all, social protection and security at the workplace, income or financial security, the opportunity for personal development, and social integration. According to Ghai (2003), social protection emphasizes the fundamental right of workers (social relations of workers) which includes: the absence of forced labour, absence of child labour, non-discrimination at work, and freedom of association. Workers are allowed to exercise their rights, present their views and interests, and dialogue with employers and authorities to negotiate work-related matters.

Without decent work and economic growth, Nigerians are exposed to poverty, hunger, and loss of good health. When economic growth is not inclusive, people do not have decent work or even productive employment; inequality increases as more work gets concentrated in a small fraction of the population; and stress and tension increase among social groups. With these, human society will not be sustainable. On the contrary, when work offers an opportunity for all, our society will be fairer and more stable. Everyone benefits from a fairer and more stable environment because people are satisfied and more productive thereby contributing immensely to the growth of the country. Productive employment and decent work are key elements to achieving inclusive and sustainable growth. To have decent work implemented, the ILO developed the Decent Work Agenda with four strategic objectives and one crosscutting objective: (a) Employment Creation & Enterprise Development- **creating jobs**; (b) Standards and Rights at Work- **guaranteeing rights at work**; (c) Social Dialogue-

**promoting social dialogue;** (d) Social Protection- **extending social protection;** Gender Equality- **ensuring gender fairness** (Zeb-Obipi, 2015).

It is a balanced and integrated programmatic approach to effect Decent Work across the globe at all levels; formulated by the ILO's constituents; that has received international consensus; and seeks to make Decent Work a global, national, and industry reality. However, despite this Agenda, Decent Work faces several challenges, and these include:

- a) Globalization's downward pressures on wages and reduced macroeconomic policy flexibility of government.
- b) Multinational's preference to locate operations in countries where wages are lowest and workers' rights less prominent.
- c) Trade Unions' dilemma between demand for elements of Decent Work and at the same time supporting job creation.
- d) International financial institutions' exclusion of employment targets relating to jobs arising from market distortions, but preference for economically viable employment.
- e) Some countries' perception of the Decent Work Campaign as an effort by other countries to make the later countries' industries more competitive.

Some of these challenges require the intervention of Human Resource Management. The envisaged interventions come across as the roles of Human Resource Management; hence, the next section.

## **THE HUMAN RESOURCE MANAGEMENT PERSPECTIVE IN ACHIEVING SDG 8**

Human Resource Management is an approach to the management of people who independently and cooperatively contribute to the achievement of set goals (Armstrong & Brown, 2019). The primary responsibility of Human Resource Management (HRM) is to ensure that organizations obtain and attain the skilled, committed, and well-motivated workforce it needs (Zeb-Obipi, 2016); define the business strategy relative to human capital and its contribution to organizational outcome (Zeb-Obipi, 2017); enhance motivation and commitment through means which ensures that people are appropriately valued; create a climate for a harmonious relationship between employee and employer, and amongst employees in the workplace as one of the tripod people management disciplines (Zeb-Obipi, 2022). HRM is focused on linking strategy with the organization's mission and workers' activities to achieve optimum results. The purpose of HRM is to improve the productive contributions of workers to an organization in ways that are strategically, ethically, and socially responsible (Zeb-Obipi, 2007) thus: ensuring that organizations in societies can succeed through people.

Human Resource Management emphasizes workers and the need to treat people as assets (Marchington, et al., 2016) and its roles are essential in achieving sustainable development goal 8: Economic growth and decent work. These roles are crucial to creating an inclusive workplace and eliminating discriminatory practices and disparate impact and adverse treatment in organizations that lead to inequality and are harmful to employees. Some of these roles constitute the focus of this section.

**Human Resource Procurement for Inclusion and Diversity:** Human resource procurement refers to the process in human resource management through which an organization reaches one and brings in the required human resources into the organization to achieve its objectives.

It entails the following: Recruitment, Selection, Employment contract, Induction, and placement. Recruitment is the process of searching for candidates for employment and stimulating them to apply for jobs; thus, creating a pool of prospective employees for an easy selection of the right candidate for the right job (Renuka & Vijaya, 2014). Human resource management plays a key role in organizations. It attracts, develops, and retains an inclusive workforce. It is its responsibility to ensure proper strategies whereby candidates are employed regardless of gender, sexual orientation, ethnicity, disability, or socio-economic background. It is responsible for hiring a diverse workforce, creating an inclusive workforce, and ensuring that all prospective employees are treated fairly and equally.

It also ensures that the hiring procedures do not lead to discrimination and disparate impact practices and disparate treatment in organizations are eliminated. Studies have shown that a diverse workforce can lead to a happier and more productive team, improve the bottom line of a business and drive innovation among employees (Walters, 2019; Nair & Vohra, 2015; O'Donovan, 2018; Hays-Thomas, 2016 & Grissom, 2018). When the recruitment procedure involves candidates from a range of backgrounds, businesses gain access to a wide variety of viewpoints and perspectives; and organizations with employees from a broad range of backgrounds have been found to outperform firms with a less diverse workforce (de Aquino, & Robertson, 2018). Hence, attracting and retaining a diverse range of employees spur creative ideas, innovation, and invention. It enables every sector of the economy to identify opportunities and explore new solutions (Walters, 2019). Organizations whose top priorities include inclusivity and diversity perform better and are more capable to attract and retain top talents.

**Protection of Labour Rights or Workers' Rights in Nigeria:** Labour rights or workers' rights are legal rights and human rights relating to labour relations between workers and employers. The International Labour Organization (ILO) has introduced core labour standards aimed at promoting opportunities for men and women to obtain decent and productive work in conditions of freedom, security, equity or fairness, and dignity (Kucera, 2002). These core labour standards include freedom of association and the effective recognition of the rights to collective bargaining, elimination of all forms of compulsory or forced labour, the prohibition of child labour, and elimination of discrimination and respect for employment and occupation: equal pay for work of equal value (Prior, Katherine, 1997; Marx, Wouters, Beke & Rayp, 2015). These rights are universal and apply to all people in all nations, Nigeria inclusive, regardless of the level of economic development.

Human resource management plays an essential role in protecting and promoting the effective enforcement of core labour standards and ensuring that workers' rights are protected in organizations. It serves as an employee champion to eradicate the issue of disparate impact activities, discrimination, and inequality in the workplace. Inequality and the lack of alternative employment opportunities have led to terrible exploitation of people and especially the young and vulnerable. According to Hafner-Burton (2013), there are reported violations or abuse of employee rights in diverse organizations. Some organizations violate human rights and as such, experience reputational, financial, and stakeholder relations risks. While organizations that promote human rights sustain their social license to operate, build up their brand, and support national well-being (De Schutter, 2016). Consequently, there is a need to remedy the unjust working conditions in the labour market. Failure of a country to adopt humane conditions of labour is an obstacle in the way of other countries which desire to improve the economic conditions of their society (Marx, Wouters, Beke & Rayp, 2015). Hence, the International Labour Organization adopted its declaration on Social Justice for fair

globalization in 2008, promoting the decent work agenda and stressing the need for a strong social dimension to globalization (ILO, 2008); and Nigeria Labour Congress (NLC) has chosen to enforce section 42 of the old Trade Union Act to achieve protection of workers. Companies operating in Nigeria where their workers are denied protections as enshrined in the Labour Act are penalized. For instance, “during the 2015 Decent Workday, the NLC President, Comrade Ayuba Wabba, left Abuja for Lagos to campaign against anti-labour practices and picketed some companies accused of not providing a decent work environment” (ORADI, 2019:11).

**Provision of a Safe and Inclusive Working Environment:** A safe and inclusive working environment represents organizational values that promote oneness, the availability of security in the workspace, and a positive co-working environment that supports or encourages respect for everyone eligible for work; irrespective of gender, socio-economic background, sexual orientation, ethnicity, or disability. Safety is a driver for work performance and can also be seen as a vehicle for good work conditions (Newnam, Greenslade, Newton & Watson, 2011). It is essential for performance and represents a worker’s state of well-being and satisfaction as it includes their physical, mental, social, and cultural conditions of life, as well as their health, safety, security, and environmental condition of work-life. A safe working environment has a long-term consequence on workers’ well-being and an effect on their physical health, mental health, and longevity of life (Bond, Tuckey & Dollard, 2010). According to Hewlett and Packard (2016), men and women want to do a good job, if they are provided with the right environment, they will do so. Therefore, Human Resource Management is responsible to provide a safe and secure working environment; eliminating disparate practices and treatment in the workplace; establishing transparent procedures for hiring, promoting, or laying off employees; guaranteeing the fair treatment of every employee; and ensuring that everyone has equal access to information, opportunities and guidance. The physical and psychological safety of employees needs to be guaranteed by the Human Resource Manager to obtain productivity.

There are two types of managers when it comes to achieving set goals (Hofmann & Morgeson, 2004). First, managers that focus on the promotion, and second, managers that focus on prevention. Prevention-focus managers try to achieve their goals by avoiding obstacles that could cause an accident. They are better transformational leaders for safety and appear to have an excellent working environment with excited workers and minimal accidents on the shop floor; while managers of the promotion-focus are mostly interested in pushing the performance of the organization (Irshad, Majeed & Khattak, 2021). Ensuring a safe working environment for all workers is the priority of the Human Resource Manager. It increases employee satisfaction and efficiency which results in productivity and growth of the organization and society at large. A safe working environment stimulates economic growth and stability.

**Provision of Training and Development:** Training and development are part of the Human Resource Management function that is used to fulfill the gap between current and expected work performance (Nassazi, 2013). They are designed to improve employee job performance. Organizations define their specific needs and train employees in methods that soothe their visions and values thereby providing adequate training to enhance employee skill sets. Talents and potentials are quickly recognized by Human Resource Management and improved upon for business outcomes and meaningful productivity in the nation. As a result, this will yield growth and productivity in the country. Essentially, it will benefit employees as



they feel engaged and are motivated to contribute to the success of the nation as their talents are recognized and valued. Nassazi (2013) asserts that investing in workers' training and development increases their psychological capital and enhances their career advancement. Training plays a crucial role in preparing workers for their job function; and increases their commitment level, as well as their skills and reciprocity (Zeb-Obipi & Kpurunee, 2021). The more prepared workers are, the more productive they are likely to be.

Malaolu and Ogbuabor (2013) investigated the effect of training and development on workers' productivity and organizational performance using First Bank of Nigeria Plc as a case study. The findings showed that training and development significantly enhance worker proficiency and job productivity in the bank. Anggiani's (2017) study revealed that skillful and knowledgeable workers are necessary for economic growth and productivity. The more informed workers are the more effective and efficient they will be and workers who have opportunities to use their skills and abilities see these as essential elements in engaging with an organization (Vance, 2006). Therefore, training and development are employed to give workers opportunities for decent work capable of promoting economic growth for sustainable development.

**Driving Business Initiatives in Organizations:** Human Resource Management designs or develops approaches that achieve shared organizational objectives. It guides organizations' practices; restructures and initiates succession planning; improves business efficiency; showcases workers' expertise and develops solutions to help businesses succeed in society (McCracken et al., 2017). Human Resource Management creates a culture and people approach that supports businesses and facilitates the achievement of transactional and strategic business (Ulrich, 1998; Chartered Institute of Personnel and Development, 2014; McCracken et al., 2017; Beer, 1997; Caldwell, 2003; Lawler, 2011; Francis & Keegan, 2006; Pritchard & Fear, 2015). All these dispose Human Resource Management to facilitate workers' commitment (Brandl et al., 2009) and ensure greater output in society.

Ulrich et al.'s (2012, 2013) model of HR professional competency presents six key Human Resource (HR) Professional competency domains, which evolved from the analysis of over 20,000 survey responses. These domains include *strategic positioner* (focus on understanding the business milieu); *credible activist* (concern with people's interpersonal skills and result-oriented behavior that drives productivity); *change champion* (demonstration of ability to drive change, build commitment, and overcome resistance); *capability builder* (strategically creating a meaningful work climate and ensuring optimum output from workers); *innovator and integrator* (specializing in impacting business outcome) and finally *technology proponent* (expertise in social networking, communication, and human resource analytics). In the perspective of this paper, these domains further define roles of Human Resource Management relevant to driving business toward decent work and economic growth; hence, driving SDG 8: Decent Work and Economic Growth.

## CONCLUSION AND RECOMMENDATIONS

This paper has examined the 8<sup>th</sup> Sustainable Development Goal and the various roles of Human Resource Management could play in achieving SDG 8: Economic growth and decent work in Nigeria. It is this paper's finding that Human Resource Management can ensure decent work and economic growth through human resource procurement for inclusion and diversity, protection of workers' rights, provision of a safe and inclusive working environment, opportunities for training and development, and driving business initiatives

hinged on the imperatives of decent work for economic growth. Following the findings from the literature, the study concludes that a country where there are decent work opportunities manifest in diversity, inclusion, and full employment, workers' rights' protection, safe and inclusive working environment, adequate training and development, and organization-wide people-support culture, there would be greater economic growth through increased productivity.

Indeed, decent work promotes workers' competence and commitment with positive output implications. It spurs creative ideas, innovation, and invention by workers; thus, contributing values necessary for achieving growth and stability in Nigeria. The paper, therefore, recommends that every organization in Nigeria should commit to the achievement of the SDG 8 focused on decent work and economic growth. This they can do by exploring and utilizing the identified roles Human Resource Management can play in the attainment of this goal.

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