

STATUS OF TALENT MANAGEMENT PRACTICES IN INSTITUTIONS OF HIGHER LEARNING IN NIGERIA

Abdulkarim S. Praise, American University of Nigeria, Nigeria
Osho Ajayi, American University of Nigeria, Nigeria

[dx.doi.org/10.18374/JABE-20-3.2](https://doi.org/10.18374/JABE-20-3.2)

ABSTRACT

There is a growing concern over the deploring state of quality education, institutional ranking, quality of graduates, and brain drain of students and talents which portends looming danger in the educational sector in Nigeria. This study aimed at investigating the status of Talent Management Practice in Institutions of Higher Learning in Nigeria. The researchers employed a quantitative survey design. A structured questionnaire was used to collect empirical data. Data was cleaned and analyzed using tables and percentages. The findings of the study showed that talent management practices in Institutions of Higher Learning in Nigeria is still very poor, low and work in progress. The implication of this position is that Institutions of Higher Learning must continue to invest in talent management by implementing developmental programs for teaching and administrative talents, recruit and select talents meritoriously, maintain research and teaching enabling environment as part of the operational culture to sustain competitive advantage.

Keywords: Talent Management Practices, Competitive Advantage, Status of Talent Management, Institution of Higher Learning.

1. INTRODUCTION

Talent management (TM) remains relatively untapped and a new concept in many institutional human resource management despite its importance and relevance in creating and sustaining competitive advantage (Tyagi, Singh, & Aggarwal, 2017). Institutions of Higher Learning (IHL) are service rendering organizations that comprise not only employees but intellectuals who make up the workforce and they are vital in generating and disseminating knowledge to drive national and global economies (Khattak, 2012). There is a notable concern over the deplorable state of quality education in Nigeria, this is partly blamed on severe shortage of talented professionals, poor incentives, poor funding, incessant strike actions, brain drain of students and academia, poor universities ranking of institutions, poor faculty-student ratio, weak accountability of education performance, and huge cost of talent replacement (International Organization for Migration 2014; WES, 2017). Quality education in the twenty first century requires world class competent workforce, research activities, marketable academic programs, good faculty-student class size, and many more to produce competitive and employable graduates (Isahak, 2007; Mohan, Siva & John, 2016). Different to this situation, Ahmed (2016) noted that IHL in Nigeria are not meeting the need and expectation of the industries and organizations in terms of quality graduates. Dabelen, Oni, and Adekola (2002) and National University Commission (NUC-2012) further supports the submission that employers of labour believe that graduates of IHL in Nigeria are poorly trained and lack the necessary job skills, and this situation is worse and severe in oral and written communication and in applied technical skills. This competency gap is getting wider by the day between the knowledge, skills, level of confidence, and abilities of universities' graduates (Kamil, Abdul Hamid, Hashim & Omar, 2010, Mohan, Siva & John, 2016). The study revealed that 30% of highly skilled Africans work in foreign countries and 40% graduates in African seek to own their business and be their own bosses leading to more demand for talent; there is an alarming shortage of highly skilled employee in Africa market attributed to poor graduates preparation by the various IHL (Eramus, 2017). TM becomes an effective strategy for improving learning, research, teaching and development. It helps in measuring productivity and performance of institutions. TM can be used as an inclusive, future leader, and blended approach in building and maintaining talent pool and succession planning to maintain a competitive advantage by ensuring quality service delivery. IHL need to seriously engage in a paradigm shift regarding their Talent Management Programs (TMP) if they are to succeed and