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TALENT MANAGEMENT AND EMPLOYEE RETENTION: EVIDENCE FROM ACADEMIC AND NON-TEACHING STAFF OF THE UNIVERSITY

Aliyu Mustapha Olanrewaju

Department of Industrial Relations and Personnel Management, University of Ilorin, Nigeria

Ijaiya Tahir Adeniyi

Department of Industrial Relations and Personnel Management, University of Ilorin, Nigeria

Abstract

Prior studies have shown that, after investing in recruitment, onboarding training/development, compensation, and other initiatives, organisations often experience high turnover among high-performing employees. Therefore, this study investigates the effect of talent management on employee retention of academic and non-teaching employees of the University of Ilorin, Kwara State, Nigeria. This was a cross-sectional survey study. The study participants are 3,391 University academic and non-teaching staff. Based on this, 358 samples were selected using the Taro Yamane formula, and the valid responses were analysed. Simple regression with a significance level of 0.05 was used to analyse data collected via a structured questionnaire. The result indicates that recruitment transparency does not have a statistically significant effect on employee retention, with a coefficient value ($R= -0.018$; $t= -0.320$; $p= 0.749$). In addition, competitive remuneration does not affect employee retention statistically significantly with a coefficient value ($R=0.038$; $t=0.690$; $p=0.491$). The study concludes that, in the context of the study, the practice of talent management will help address employee engagement initially, but, alone, is not enough to guarantee long-term retention. Therefore, adopting a holistic talent management structure that incorporates equitable pay, transparent recruitment, systematic career management, professional learning and development, and enabling leadership is recommended to increase long-term retention of academics and non-teaching staff.

Keywords: Talent Management, Employee Retention, Academic/Non-teaching Staff

Introduction

The concept of talent management (TM) has been widely discussed and debated across fields among academics and experts as an essential aspect of contemporary HRM, given the growing competition for talent and the need for organisations to maintain a competitive edge (Aljbour et al., 2024; Leontes, 2024). The purpose of this concept is to ensure a talented workforce is retained, which is deemed necessary for realising long-term organisational success. Given its significance, Jahan and Kathiri (2025) consider TM a planned model that organisations apply to recognise, recruit and retain workforce with potential and competencies of value. In this respect, organisations that manage talent well are more likely to retain skilled employees and minimise turnover intention.

Meanwhile, the concept of employee retention has also been discussed as a firm's ability to retain employees and ensure they are interested in staying with the organisation (Karuppiah et al., 2025; Phan et al., 2022). Various studies have shown that employee turnover leads to higher recruitment costs and reduced organisational productivity; therefore, retention has become crucial. For example, studies show that organisations implementing talent management practices have better employee retention and better performance (Al-Dalahmeh et al., 2020; Labolo, 2021). These practices involve recruitment and selection, training and development, career development opportunities, succession planning, mentoring, compensation, and performance management systems.

Although the importance of the talent management practice campaign has been established in the literature, the attraction and retention of competent University staff have remained a thorn in the flesh of predominantly government-operated universities in Nigeria. Most academic and non-teaching staff are now scrambling out of institutions for various reasons (Aliyu & Ambali, 2022). While the workforce is the greatest asset in any institution that depends on knowledge, talent management in most such universities is not done strategically (Aliyu, 2024). In practice, talent management is more of an administrative routine than an effort to build and sustain institutional strength. The situation is further complicated by many endemic problems, such as salaries that are not competitive enough to attract talent from other private universities in the country. Moreover, recruitment procedures are perceived as ambiguous or overly bureaucratic, which can deter competent candidates (Dunmade et al., 2022; Magaji et al., 2025). Moreover, the inflexibility of promotion processes, strict administrative frameworks, and the lack of professional development decrease workers' motivation and long-term commitment (Aliyu & Ambali, 2022).

The literature has found significant correlations between elements of talent management, including compensation schemes, career development, and employee engagement, and employee retention (Adewole et al., 2025; Dunmade et al., 2022). Nevertheless, the evidence from Nigerian state universities remains scarce and uneven. Much of the existing knowledge centres on components of talent management rather than an integrated approach that incorporates attraction, development, engagement, and retention practices to influence employees' intention to stay. In addition, there has been a paucity of empirical research specifically focused on Nigerian tertiary institutions, and the findings might differ from those of other tertiary institutions owing to contextual factors, such as a lack of funds and centralised administrative frameworks. The aim of the study, therefore, was to conduct a small-scale empirical investigation into the influence of talent management strategies on employee retention amongst academic and non-teaching staff at the University of Ilorin.

Research Questions

i. To what extent does competitive remuneration influence employee retention among academic staff and non-teaching staff of the University of Ilorin?

ii. To what extent does recruitment transparency affect employee retention among academic staff and non-teaching staff of the University of Ilorin?

Literature Review

A. Talent Management : In the literature, talent management is characterised by strategic plans to discover, recruit, and retain individuals whose talents and capabilities meet the organisation's current and future requirements (Mathur & Srivastava, 2024; Wenting et al., 2024). Employer branding is one of the most significant components of this, and it helps organisations stand out in competitive job markets (Sitaniapessy et al., 2023). Durakova et al. (2025) argue that employer branding is most effective when it is grounded in actual internal practices, including career development, learning experiences, and equitable recruitment procedures. The reason is that job seekers do not just look at what a company promises; they observe what really goes on within the company. When an organisation offers growth but does not provide actual opportunities to climb the hierarchy, employees are likely to leave, no matter how good the brand looks.

In line with this, Aliyu (2024) notes that universities face stringent budgets, inflexible hiring policies, and low wages, which make employer branding less successful unless supported by realistic incentives such as career growth, job security, and the institution's reputation. To succeed, HR teams usually focus on highlighting opportunities through training programmes, collaboration with professional associations, and clear promotion ladders. Nonetheless, there are no extensive, large-scale studies that demonstrate which retention strategies are most effective in Nigerian higher education institutions of the first instance (Bhuvaneswari et al., 2025; Manimaran et al., 2025).

B. Competitive Remuneration : The competitive remuneration concept, as one of the dimensions of talent management, refers to salaries, benefits, and other financial rewards that are appealing for attracting, motivating, and retaining employees relative to other organisations in the same labour market (Li, 2025). The rationale is that an employee is more likely to be loyal to an organisation that appreciates their skills by paying fair and competitive wages. According to Mabaso and Mathebula (2025), competitive remuneration is a compensation package designed to attract and retain employees by providing salaries and benefits that match or exceed current market rates within the industry or sector. It presupposes that only salary and benefits affect retention, without considering intrinsic and non-financial factors such as career development, recognition, and organisational culture.

C. Recruitment Transparency : Another construct that has been adopted in talent management is recruitment transparency, which can be defined as the clarity of recruiting processes, as well as their openness and consistency, in such a way that applicants can be aware of the requirements, the procedure and decision-making process (Ciff et al., 2024; Fadi, 2025). Permana et al. (2025) argue that recruitment transparency entails an organisation informing everyone about the process, the criteria and choices during hiring, and ensuring that no one is discriminated against based on their qualifications. This emphasises fairness and consistency, but it does not consider other factors that can contribute to retention, such as feedback, selection-related communication, and continued engagement.

D. Employee Retention : Employee retention is a general term referring to an organisation's ability to retain good employees in the long term, though definitions vary in the literature. To provide an example, Abbasi et al. (2022) conceptualise it narrowly as the process or strategy of making sure workers do not leave, specifically those workers the loss of which would be disastrous to productivity, profitability, knowledge base and service provision; the concept appears in Theodorsson et al. (2022) (it is organisational strategies of ensuring that valuable employees do not leave) and in Mapuranga et al (2025) describe retention as organisational ability to maintain employees, unlike Bhimavarapu (2025) who looks at retention as an optional organisational practice that involves providing a supportive and engaging atmosphere on a long-term basis. This is further expanded upon in a broader body of literature that views retention as an activity tied to integrated HR practices, such as recruitment, training, remuneration, and career planning, employed to sustain strategic performance. Thus, the consensus on retention is that it is about retaining skilled workers, but there is debate over whether it should be regarded as an outcome, a set of managerial principles, or a more holistic work organisation focused on employees.

E. Human Capital Theory : According to the Human Capital Theory (HCT), the knowledge, skills, education, and experience of individuals are forms of capital that can be invested in, developed, and harnessed to generate economic value. The theory posited that human capital, along with physical capital such as machinery and technology, can increase productivity. It means that the responsibility to invest in education, training, and skill development boosts individuals' productivity, and this productivity, in turn, creates benefits not only for the employee but also for the organisation (Leal-Solis et al., 2026; Tucmeanu & Almasan, 2024). The main assumption is that employees are not mere labour inputs, but assets whose potential can be developed to fulfil organisational objectives. The theory is especially relevant to the higher education setting because most of these institutions struggle to invest in human capital due to several challenges, including insufficient funding, bureaucratic inflexibility, and a lack of career development opportunities.

Hypothesis Development

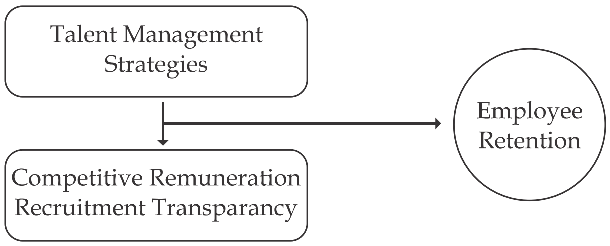
Adewole et al. (2025) discuss talent management and skill development as drivers of employee retention in technology entrepreneurship in Southwest Nigeria. The researchers concluded that innovative work behaviour improves service delivery in e-libraries in Nigerian university libraries. Yamoah et al. (2024) investigated how innovative culture, innovative behaviour, and social capital affect the performance of SMEs. The research results in the following findings: the outcome of innovative culture is positively related to performance (R= 0.299) and is a predictor of innovative behaviour (R= 0.315); the outcome of social capital is also a predictor of innovative behaviour (R= 0.191). Nonetheless, social capital was not a significant predictor of innovative behaviour and performance. Respondents included owners (67.4%), supervisors (13.6%), managers (12.6%), and other staff (6.8%).

Durakova et al. (2025) emphasise the importance of age-diverse talent management in higher education. The research is based on a qualitative design, which likely entails case studies or interviews with educators and HR experts at institutions of higher learning. The paper concludes that talent management practices that account for age diversity contribute to the sustainable development of higher education institutions. Leal-Solis et al. (2026) use a Job Demands-Resources (JD-R) model to investigate how organisational resources affect employee retention in the hotel industry. Data could have been collected through surveys or interviews of hotel managers and employees. The research results established that organisational resources are a key determinant of talent retention, with particular emphasis on how reducing job demands and augmenting resources can increase retention in the hotel industry. Nonetheless, the literature has demonstrated that talent management and employee retention differ across business sectors, and that job satisfaction, organisational resources, and age diversity can enable sustainable practices. The articles use both quantitative and qualitative approaches, and the findings consistently demonstrate the importance of strategic talent management in improving employee retention. Thus, the hypotheses are as follows:

H_{01} : Competitive remuneration has no significant influence on employee retention among university staff at the University of Ilorin.

H_{02} : Recruitment transparency does not significantly affect employee retention among university staff at the University of Ilorin.

Fig. 1: Conceptual Framework (Author's 2026)



The conceptual framework depicted in Fig. 1 shows the association between talent management strategies and employee retention. At the apex are the Talent management strategies, which are the general determinants of organisational practices. The most important attributes of the talent management strategies identified are Competitive remuneration and Recruitment transparency, which directly affect Employee retention, the outcome of the framework. The diagram follows a clear directional flow, suggesting that talent management strategies, through competitive remuneration and transparent recruitment practices, play a significant role in retaining employees in the organisation. This model highlights the essence of strategic decision-making in creating an environment that promotes employee retention.

Methodology

The research design is a cross-sectional survey research. This design allows the collection of primary quantitative information about university staff at a single point in time using a structured questionnaire (Jibril & Yesiltas, 2022). The research aims to identify how competitive remuneration and recruitment transparency affect staff retention, and how innovative workplace behaviour mediates these relationships. The study population will be all staff of the University of Ilorin (UNILORIN). The university has a total staff count of 3,391, according to the Registrar's Office records (2025). The university employed 1,375 academic staffs and 2,023 non-academic staff. These employees represent the target population, as they are directly affected by the university's remuneration, recruiting methods, adoption of novel workplace practices, and staff retention policies.

Table 1: Population of the Study

Staff Category	Number of Staff	Sample Size
Academic Staff	1,375	145
Non-Academic Staff	2,016	213
Total	**3,391**	**358**

Source: Registrar's Office, University of Ilorin (2025)

However, the sample size for the study was determined using the Taro Yamane (1967) formula for finite populations, applying a 95% confidence level and a 5% margin of error: $n = N / (1 + N(e^2))$. Replacing the values yields an estimated population size of about 358 respondents. Hence, the research takes up a sample of 358 participants. A stratified random sampling method was used, stratified by staff group (academic and non-academic), to ensure proportional representation of the two groups. This approach will help cover the views of all staff categories. The proportionate sample of the respondents between the two categories of staff will be calculated based on their representation in the entire population as follows:

Academic staff: $(1{,}375 / 3{,}391) \times 358 \approx 145$ respondents

Non-Academic staff: $(2{,}016 / 3{,}391) \times 358 \approx 213$ respondents

A. Instrument of Data Collection

Specialists in HRM and organisational behaviour were requested to review the content to ensure it was adequately validated. Their response will inform changes to the questionnaire items. A pilot was conducted with roughly 10% of the sample size (36 respondents) from a similar institution to the study population. The reliability test was conducted using Cronbach's alpha, with an acceptable level of 0.70 (Dogbe et al., 2025; Leontes, 2024). This was followed by seeking ethical consent from the University of Ilorin's ethics committee. Questionnaires were sent via institutional mail (institutional email) and WhatsApp groups electronically. The coordination of staff access to facilitate official work in the department was supported by the departmental heads. The involvement was voluntary, and questionnaires were filtered for completeness before data entry.

B. Method of Data Analysis

Data gathered in this research were analysed in SPSS, and further descriptive statistics, such as frequencies, percentages, means, and standard deviations, were used to summarise the demographic features and patterns of respondents. A simple regression analysis was performed to investigate the relationships among variables and test the effects of competitive remuneration and recruitment transparency on employee retention. All statistical tests will be analysed at the 0.05 level to identify both the extent and the significance of the observed effects.

Results and Discussion

This section begins with a descriptive overview of respondents' demographic characteristics, followed by an examination of response patterns on key study variables. Subsequently, the study tests the hypothesised relationships using regression analysis and interprets the findings in light of the existing literature.

Table 2: Respondents' Demographic Characteristics

Age	Frequency	Percent
18-25 years	57	16.2
26-35 years	153	43.6
36-40 Years	73	20.8
41-50 Years	52	14.8
Above 51	16	4.6
Total	**351**	**100.0**
Gender		
Male	195	55.6
Female	156	44.4
Total	**351**	**100.0**
Staff Level		
Academic Staff	215	61.3
Non-Academic Staff	136	38.7
Total	**351**	**100.0**
Years of Service		
Less than 5years	94	26.8
6-10 years	103	29.3
11-20 years	119	33.9
above 21 years	35	10.0
Total	**351**	**100.0**
Current Rank/Position		
Junior staff	119	33.9
Senior Staff	232	66.1
Total	**351**	**100.0**

Source: Researcher's Field Work, 2026

Table 2 presents the demographic details of the respondents used in this study. The age distribution reveals that 57 (16.2%) of the respondents were between 18–25 years, 153 (43.6%) were between 26–35 years, 73 (20.8%) were between 36–40 years, 52 (14.8%) were between 41–50 years, while 16 (4.6%) were above 51 years. This shows that most respondents fell within the 26-35 age group. The gender distribution shows that 195 (55.6%) of the respondents were male, while 156 (44.4%) were female. This indicates that most respondents were male. Regarding staff level, the table shows that 215 (61.3) respondents were academic staff and 136 (38.7) were non-academic staff. This shows that most of the respondents were academic personnel. The years of service distribution shows that 94 (26.8%) of the respondents had less than 5 years of service, 103 (29.3%) had between 6–10 years, 119 (33.9%) had 11–20 years of service, while 35 (10.0%) had above 21 years of service. This reveals that most of the respondents had 11–20 years of service. Lastly, the existing rank/position is that 119 (33.9%) of the respondents were junior staff and 232 (66.1) were senior staff. This indicates that most of the interviewees were top employees.

Descriptive Analysis

Table 3: Respondents' Perceptions of Competitive Remuneration

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I am satisfied with the competitiveness of my salary compared to similar positions in other universities	39 (11.1%)	66 (18.8%)	101 (28.8%)	115 (32.8%)	30 (8.5%)	351 (100%)
The benefits and allowances I receive are adequate and fair	36 (10.3%)	66 (18.8%)	110 (31.3%)	108 (30.8%)	31 (8.8%)	351 (100%)
The university's pay structure is transparent and equitable	39 (11.1%)	69 (19.7%)	96 (27.4%)	108 (30.8%)	39 (11.1%)	351 (100%)
My compensation reflects my skills, experience, and contributions	37 (10.5%)	69 (19.7%)	97 (27.6%)	112 (31.9%)	36 (10.3%)	351 (100%)
Competitive remuneration motivates me to remain employed at this university	36 (10.3%)	69 (19.7%)	98 (27.9%)	123 (35.0%)	25 (7.1%)	351 (100%)

Source: Researcher's Field Work, 2026

Table 3 presents the respondents' perceptions of competitive remuneration at the University of Ilorin. The answers to the statement "I am satisfied with the competitiveness of my salary" using the similarity with other universities are: 39 (11.1) strongly disagree, 66 (18.8) disagree, and 101 (28.8) neutral. However, 115 (32.8%) agreed and 30 (8.5%) strongly agreed. This means that a higher percentage of respondents reported moderate satisfaction with salary competitiveness, but a large proportion remained neutral or dissatisfied. Regarding the statement "The benefits and allowances I get are sufficient and fair," the responses were: strongly disagreed with 36 (10.3), disagreed with 66 (18.8), and neutral with 110 (31.3). Meanwhile, 108 (30.8%) agreed and 31 (8.8%) strongly agreed. The distribution indicates that, despite a reasonable share of staff feeling the benefits are sufficient, a significant number remain unsure or dissatisfied, suggesting ambivalent attitudes towards the fairness of compensation. Regarding the university's pay structure being transparent and equitable, 39 (11.1) strongly disagreed, 69 (19.7) disagreed, and 96 (27.4) were neutral. On the positive side, 108 (30.8%) agreed and 39 (11.1%) strongly agreed. These findings indicate that some employees feel transparency and equity in the pay framework. At the same time, a significant percentage either disagrees or is unsure, suggesting concerns about pay clarity and equity. The result indicates that competitive compensation is a driving force in retaining employees among most employees. Nevertheless, the neutral and disagreement answers are very high, which may suggest that remuneration can not be the key factor in achieving long-term commitment.

Table 4: Respondents' Perceptions of Recruitment Transparency

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Recruitment processes in the university are clear and well - communicated	52 (14.8%)	102 (29.1%)	99 (28.2%)	65 (18.5%)	33 (9.4%)	351 (100%)
Appointments and promotions are based on merit and qualifications	59 (16.8%)	89 (25.4%)	112 (31.9%)	61 (17.4%)	30 (8.5%)	351 (100%)

The university ensures fairness and procedural justice in all hiring decisions	54 (15.4%)	83 (23.6%)	126 (35.9%)	56 (16.0%)	32 (9.1%)	351 (100%)
Recruitment policies are applied consistently across all departments	55 (15.7%)	105 (29.9%)	82 (23.4%)	74 (21.1%)	35 (10.0%)	351 (100%)
Transparent recruitment practices increase my trust in university management	47 (13.4%)	84 (23.9%)	110 (31.3%)	72 (20.5%)	38 (10.8%)	351 (100%)

Source: Researcher's Field Work, 2026

Table 4 shows the transparency of respondents in the recruitment within the chosen universities. On the statement "Recruitment processes in the university are clear and well-communicated," 52 (14.8) strongly disagreed and 102 (29.1) disagreed, whereas 99 (28.2) were neutral. In contrast, 65 (18.5%) agreed and 33 (9.4%) strongly agreed. The fact that a greater percentage of respondents stated dissatisfaction with the clarity and communication of the recruitment processes indicates perceived gaps in openness and information sharing. Regarding the statement that Appointments and promotions are determined by merit and qualifications, 59 (16.8) strongly disagreed, 89 (25.4) disagreed, 112 (31.9) were neutral. Meanwhile, 61 (17.4%) agreed and 30 (8.5%) strongly agreed. The results show that a large number of respondents either disagreed with or were unaware of merit-based practices, suggesting a lack of confidence in the objectivity of the promotion and appointment processes.

Regarding the statement, "The university provides fairness and procedural justice in any hiring decision," 54 (15.4) strongly disagreed, 83 (23.6) disagreed, and 126 (35.9) were neutral. On the positive side, 56 (16.0%) agreed and 32 (9.1%) strongly agreed. The combined disagreement responses indicate a sense of unfairness and procedural injustice in recruitment, whereas the high neutral response indicates staff uncertainty. In the statement, 'Recruitment policies are used consistently and uniformly across all departments,' 55 (15.7) strongly disagree, 105 (29.9) disagree, and 82 (23.4) neutral. Conversely, 74 (21.1%) agreed and 35 (10.0%) strongly agreed.

Table 5: Respondents' Perceptions of Employee Retention within the University

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
I am satisfied with my current job at the university	35 (10.0%)	47 (13.4%)	102 (29.1%)	114 (32.5%)	53 (15.1%)	351 (100%)
I feel a strong sense of loyalty and commitment to the university	29 (8.3%)	65 (18.5%)	81 (23.1%)	122 (34.8%)	54 (15.4%)	351 (100%)
I intend to remain employed at this university for the foreseeable future	35 (10.0%)	60 (17.1%)	84 (23.9%)	124 (35.3%)	48 (13.7%)	351 (100%)
The university provides sufficient opportunities for career growth and development	41 (11.7%)	46 (13.1%)	86 (24.5%)	124 (35.3%)	54 (15.4%)	351 (100%)
Overall, the university's management policies encourage me to stay	40 (11.4%)	57 (16.2%)	95 (27.1%)	101 (28.8%)	58 (16.5%)	351 (100%)

Source: Researcher's Field Work, 2026

The findings demonstrate that a significant percentage of respondents believe there are discrepancies in the implementation of recruitment policies across departments, suggesting the possibility of institutional inconsistencies. Though a number of respondents noted the beneficial influence of transparency on trust, the higher rate of neutral and disagreement responses indicates that the transparency of recruitment is not yet high enough to produce a significant institutional trust effect among personnel.

Table 5 presents the respondents' perceptions of employee retention at the university. In the question, I am satisfied with my present job in the university, 35 (10.0) strongly disagreeing and 47 (13.4) disagreeing, whereas 102 (29.1) were neutral. However, 114 (32.5%) agreed and 53 (15.1%) strongly agreed. The proportions of agreement (47.6) outweigh the proportions of disagreement (23.4) and suggest that a manageable percentage of employees are more than satisfied with their jobs, though a significant percentage of neutral individuals indicate moderate satisfaction rather than overwhelming satisfaction. Regarding the assertion that I have a high degree of loyalty and commitment to the university, 29 (8.3) strongly disagreed, 65 (18.5) disagreed, and 81 (23.1) were neutral. On the positive side, 122 (34.8%) agreed and 54 (15.4%) strongly agreed. With more than half of respondents (50.2%) agreeing, the results imply that most staff members are loyal and committed to the institution, yet a significant minority remains unconvinced.

In response to the question, I intend to stay working at this university for as long as foreseeable. 35 (10.0) strongly disagreed and 60 (17.1) disagreed with it, whereas 84 (23.9) were neutral. Meanwhile, 124 (35.3%) agreed and 48 (13.7%) strongly agreed. The majority (49.0) has a generally positive retention outlook, implying that almost half of the respondents intend to remain employed by the university. Regarding the statement that the university offers sufficient career growth and development, 41 (11.7) strongly disagreed, 46 (13.1) disagreed, and 86 (24.5) were neutral. Conversely, 124 (35.3%) agreed and 54 (15.4%) strongly agreed. The results indicate that more than half of the participants (50.7%) find sufficient career growth opportunities, which supports the possible importance of development opportunities as a factor in employee retention. Even though agreement (45.3) is higher than disagreement (27.6), with a rather high percentage of neutrality, the management's policies might not be strongly motivating for all staff members.

Test of Hypotheses

H_{01}: Competitive remuneration has no significant influence on employee retention among university staff in University of Ilorin.

Table 6 presents the regression analysis of the impact of recruiting transparency on employee retention. The outcome is a coefficient of -0.018 with a standard error of 0.056 for recruitment transparency. The t-statistic is -0.320, with a p-value of 0.749, indicating that employee retention is not statistically significant at the 0.05 level. The null hypothesis cannot be rejected because the p-value (0.749) is much higher than the value of 0.05.

Table 6: Regression Analysis Table: Recruitment Transparency and Employee Retention

Variables	Co-efficient	Standard Error	t-statistics	P-value
Constant	3.326	0.159	20.902	0.000
Recruitment Transparency	-0.018	0.056	-0.320	0.749
R^2: 0.000 Adjusted R^2: -0.003 R: 0.017 F-statistics: 0.102 No of Observations: 351				

Source: Researcher's Field Work, 2026

This means that recruitment openness is not a strong indicator of employee retention among the sampled university staff in this research. The model summary also shows that R2 = 0.000, which means that the transparency of recruitment explains absolutely nothing (0%) of the variation in employee retention. The value of -0.003 indicates that the model is not significant enough to enhance the prediction of employee retention beyond what can be projected by chance. The R value of 0.017 indicates an extremely weak correlation between the transparency of the recruitment process and employee retention. Also, the F-test (0.102) is used to determine whether the general regression model is statistically insignificant. With 351 observations, the results clearly show that the transparency in recruitment, as measured in this study, does not have a significant impact on employee retention at the target university.

Hypothesis Two

H_{02}: Recruitment transparency do not significantly affect employee retention among university staff in the University of Ilorin

to the model summary, the R 2 is 0.00 1, which means that competitive remuneration can only explain 0.1% of the change in employee retention. The fact that the Adjusted R 2 of -0.002 is zero also substantiates the fact that the model does not explain anything. The R value of 0.037 indicates a very weak positive correlation between competitive remuneration and employee retention. Moreover, the F-statistic (0.476) indicates that the overall regression model is not significant. With 351 observations, the findings clearly show that competitive remuneration alone cannot be a key factor in determining employee retention at the university under consideration. Substantively, this implies that although remuneration is generally considered a key retention factor, it does not dictate employees' intention to stay. Other institutional factors, such as leadership style, working environment, career advancement opportunities, or organisational culture, may have a stronger effect on retention in this context.

Table 7:Regression Analysis Table: Competitive Remuneration and Employee Retention

Variables	Co-efficient	Standard Error	t-statistics	P-value
Constant	3.159	0.172	18.376	0.000
Competitive Remuneration	0.038	0.055	0.690	0.491
R^2: 0.001 Adjusted R^2: -0.002 R: 0.037				
F-statistics: 0.476 No of Observations: 351				

Source: Researcher's Field Work, 2026

The regression analysis of the effect of competitive remuneration on employee retention is presented in Table 7. The results show that the coefficient for competitive remuneration is 0.038, with a standard error of 0.055. The t=0.690 and p=0.491 indicate that there is no statistically significant change in employee retention due to competitive remuneration at the 0.05 level of significance. Because the p-value (0.491) is more than 0.05, we can not reject the null hypothesis. This means that competitive remuneration does not have a large influence on employee retention amongst the university staff sampled in this study. According

Discussion of Findings

The results of the first hypothesis demonstrate that the effect of competitive remuneration on employee retention among university staff is not statistically significant. This implies that salary competitiveness, benefits, and allowances may be important factors in employment conditions, but alone they do not influence employees' intention to stay in the institution. The study's results support research arguing that monetary incentives are insufficient to retain employees in the long term, especially in knowledge-based institutions where intrinsic job motivation, professional identity, and institutional prestige are paramount (Dogbe et al., 2025; Magaji et al., 2025; Makumbe, 2025). Researchers like Holban and Bedrule-Grigoruț (2025) and Mokoena et al. (2022) have highlighted that career growth and recognition, and positive work conditions, are more likely to impact retention than wages. This result, nevertheless, is opposite to studies conducted in a private university environment, including Foley (2020) and Holban and Bedrule-Grigoruț (2025), which found that competitive pay had a significant positive impact on staff performance and retention.

The results of the second hypothesis depict that the transparency in recruitment does not have a statistically significant effect on employee retention. Even though procedural justice and organisational legitimacy revolve around transparency in recruitment and promotion, this aspect does not seem to have a direct impact on employees' long-term attachment to the university. The implication is that equitable and transparent recruitment procedures might shape initial impressions of institutional trustworthiness but do not always lead to loyalty. This result is also consistent with Leontes's (2024) stance, which found that, despite the relevance of structured HR practices, their application is inconsistent in most cases, and bureaucratic limitations tend to undermine their effectiveness in the long term in the context of a public university. Moreover, Deogaonkar (2026) noted that systemic issues in public institutions are also more significant contributors to workforce instability than recruitment processes. Accordingly, even when hiring processes are regarded as fair, staff members might still view an escape option should the overarching institutional circumstances not improve.

Conclusion and Recommendations

This research aims to explore how competitive remuneration and recruitment transparency affect employee retention at the University of Ilorin. The research concludes that these factors are important in attracting employees; however, individually, they do not guarantee long-term retention, as employees also consider career development, organisational support, and recognition when deciding to stay in their institution. The research determined that institutions of higher learning must be more comprehensive in their talent management, encompassing compensation, clear recruiting, professional development, mentoring, and favourable working conditions. The researchers advised universities to adopt holistic plans that include systemic promotion programs, non-financial rewards, and collaborative management measures to boost staff dedication, trust, and retention in the long term.

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