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ORGANISATIONAL FACTORS AS DETERMINANTS OF TALENT EXPATRIATION AMONG SELECTED INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) FIRMS IN NIGERIA

By

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ABSTRACT
In recent years, the rate of Information and Communication Technology (ICT) talent emigration from Nigeria has been a major concern to most ICT firms. Companies are doing everything possible to retain their talents and maintain their competitive edge. Unfortunately, the more they try to retain them, the more the experts emigrate. This study examines the factors responsible for talent expatriation at the micro organisational level.. Three micro-level factors of higher compensation, organisational culture and management support are considered. The study adopted a quantitative method with a population of 350, a sample size of 187 and 142 copies of the questionnaire were returned, representing a 76% questionnaire response rate. The impact of these determinants is tested individually and as a group to establish their respective effects on talent expatriation using correlation and regression analysis. The study confirmed that all three factors have a strong, positive relationship with talent expatriation among selected ICT firms; however, management support, combined organisational factors, and organisational culture are the top three factors contributing to talent expatriation in the ICT industry. The paper recommends that ICT firms' management should enhance Compensation Packages, Strengthen Management Support Structures, promote flexible work arrangements and partner with government agencies to create an enabling environment that supports talent retention.
Keywords*: Talent expatriation, brain drain, talent shortage*

1. Introduction

Tech talent expatriation, where skilled professionals leave their home country for better opportunities abroad, has been a growing concern for HR scholars, labour economists, political scientists, and other researchers for several decades (Krupka, 2009; Tynaliev & McLean, 2011; Brettell & Hollifield, 2022). The United Nations and the African Union both recognise talent emigration, or "brain drain," as a significant global phenomenon with challenges and opportunities (Madondo & Dhobha 2025). They acknowledge its adverse effects on sending countries, especially in critical sectors like healthcare and technology (Montiel, Cuervo-Cazurra, Park, Antolín-López, & Husted, 2021). The UN encourages its agencies to provide policy recommendations to member states, while the African Union has developed the Migration Policy Framework for Africa (MPFA) to promote well-managed migration for development goals (Kandilige, Yogo, & Oucho, 2024).

The "brain drain" phenomenon has significant implications for Nigeria's ICT sector, as it loses talented professionals to other countries (Egbule, 2023). This has hindered development in many parts of Africa by creating a shortage of local expertise. The numerous determinants in the plethora of literature on talent emigration have been primarily classified into macro and micro factors (Clegg, 2021). The macro factors include economic, political, and environmental factors, while the micro factors are further classified into organisational and personal factors

(Zahra, Neubaum, & Hayton, 2020). Among the organisational factors are higher compensation, organisational culture, and management support (Ciptawati, & Riyanto, 2023). This article investigates the relationship between these three organisational factors and talent expatriation and the extent of that relationship.

Despite rapid growth and transformation, Nigeria's ICT sector grapples with persistent challenges related to the emigration of skilled professionals known as talent expatriation (Agbai, & Okechukwu, 2024). According to (Oliinyk, Bilan, Mishchuk, Akimov, and Vasa, 2021), these movements of skilled labour can significantly impact economic development in emerging markets like Nigeria. The talent shortage crisis is affecting various sectors of the economy, leading to low productivity, a shortage of mentors and trainers, hindered innovation and expansion, increased reliance on foreign expertise, and a barrier to the country's digital transformation efforts.

Nigeria's ICT industry is one of the largest in Africa and a significant contributor to the economy (around 10% of GDP) (David & Grobler, 2020), and it spans several key subsectors that drive the country's digital transformation. The sector comprises telecommunications, the core information technology of software & IT services, fintech, e-commerce, cybersecurity, digital media, and emerging technologies. Nigeria is widely regarded as Africa's largest ICT market, with a huge base of consumers and users (Soetan, Mogaji, & Nguyen, 2021). Over half of Nigeria's 220+ million people now have access to mobile phones, and internet usage has surged – Nigeria alone accounts for roughly 29% of all internet usage in Africa (Agbeyangi, Makinde, & Odun-Ayo, 2024).

Despite impressive progress and opportunities, Nigeria's ICT industry faces several challenges that constrain its full potential. One major issue is infrastructural: an unreliable power supply and inadequate supporting infrastructure increase operating costs (Ameh, Soyingbe, & Odusami, 2010). Security challenges in rural areas, multiple taxation, policy shifts or government intervention are among the challenges of the industry (Schilling, & Seuring, 2022). Another growing challenge is cybersecurity and fraud, with more Nigerians online and using digital services, cyber threats have increased – it's estimated that Nigerian businesses and financial institutions lose around $500 million annually to cybercrime (Ibrahim, Ishaya, Yusuf, Nancy, Bijik, & Aiyedogbon, 2024). Lastly, the industry grapples with a skills gap and brain drain. While Nigeria produces many graduates, there is a shortage of highly skilled ICT professionals (many skilled tech workers emigrate or are hired abroad), which can limit local capacity (Gains, 2024). All these challenges must be addressed to sustain the sector's growth and capitalise on its potential. This, among others, is what necessitates this study.

1.1 Objectives and Hypothesis.

The study strives to achieve the following objectives:

i. Identify if employee compensation significantly defines talent expatriation among selected ICT firms in Nigeria.
ii. Establish how strongly organisational culture determines talent expatriation among selected ICT firms in Nigeria.
iii. Establish how strongly management support determines talent expatriation among selected ICT firms in Nigeria.
iv. Determine how strongly organisational factors determine talent expatriation among selected ICT firms in Nigeria.

The study has examined various determinants which made an employee to depart from the organisation through empirical research. To achieve the above objectives, the following hypotheses were formulated:

Ho_1: Higher employee compensation does not significantly affect talent expatriation among selected ICT firms in Nigeria.

Ho_2: Organisational culture does not significantly affect talent expatriation among selected ICT firms in Nigeria.

Ho_3: Management support does not significantly affect talent expatriation among selected ICT firms in Nigeria.

Ho_4: Organisational Factors (higher compensation, organisational culture, management support) do not significantly affect talent expatriation among selected ICT firms in Nigeria.

2. Literature Review

In recent years, the migration patterns of ICT professionals from Nigeria have become increasingly prominent, driven by a complex interplay of push and pull factors (Nweke, & Enyosiobi, 2023). Existing literature highlight that factors such as economic opportunities, professional development, socio-political stability, and personal aspirations play crucial roles in influencing the migration decisions of skilled workers (Sonawane, 2023; Vitiello, 2024).

2.1 Conceptual Review

This section defines talent expatriation, its role in the ICT sector, and the factors influencing expatriation decisions. It contextualises expatriation in Nigeria's ICT industry and explains why talent moves borders.

2.1.1 Concept of Talent Expatriation

Talent expatriation involves relocating highly skilled individuals, like ICT professionals, from Nigeria to benefit from better opportunities, transferring expertise and economic gains to the host country, but potentially causing a skill shortage in Nigeria (Schuler, Erbe, Zarei, Rangubpit, Surinkum, Stahr, & Herrmann 2011; Farndale, McDonnell, Scholarios, & Wilkinson 2020). Different authors define it from various perspectives.

Talent expatriation involves highly skilled individuals migrating abroad for better jobs, wages, and quality of life (Marsh & Oyelere, 2018). It includes professionals such as engineers, doctors, and ICT experts seeking career growth.

Talent expatriation involves highly skilled individuals moving abroad for better opportunities, wages, and quality of life. It includes career growth, personal development, and sociocultural factors. While it can cause brain drain, it also enables knowledge transfer and diaspora networks that benefit Nigeria. Many Nigerian professionals work overseas, driven by economic and professional reasons.

2.2 Theoretical Framework of the Study

This paper is anchored on two pivotal migration theories. The first is the Social Exchange Theory, and the second is the Human Capital Theory.

2.2.1 Social Exchange Theory

The Social Exchange Theory explains human behaviour based on the exchange of resources, rewards, and costs (Cropanzano, Anthony, Daniels, & Hall, 2017). When applied to migration, this theory suggests that individuals carefully weigh the potential benefits and drawbacks of moving to a new location. Essentially, migrants are viewed as individuals who carefully consider the potential rewards of migrating and compare them to the potential costs to maximise their overall gains.

The fundamental principles of social exchange theory include reciprocity, which posits that social interactions and relationships are based on a system of give and take (Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023). Additionally, the theory incorporates cost-benefit analysis where individuals assess the costs (e.g., financial expenses, emotional strain) and benefits (e.g., better job opportunities, improved living conditions) of their actions, including migration (Gheasi, & Nijkamp, 2017). Rational choice is also a key component, suggesting that migration decisions are made based on a rational assessment aimed at maximising personal advantage by

moving to locations where perceived benefits outweigh the costs (Fischer, Martin, & Straubhaar, 2021).

According to (Brewster, Mäkelä, & Suutari, 2018), the social exchange theory can be extended to explain employee compensation as a determinant of talent expatriation. This cost-benefit analysis principle buttresses the fact that employees will only migrate when a net financial gain results from the migration compared with their current compensation (Czaika, & Reinprecht, 2022). Hence, migration becomes more attractive when employees feel they receive substantial compensation benefits over and above what is currently earned (Fee, & Michailova, 2021). The reciprocity principle of the social exchange theory, which posits that social interactions and relationships are based on a system of give and take, supports management support as a determinant of talent expatriation (Rajâa, & Mekkaoui, 2025). When an employee perceives that he is contributing more than the management is giving him from the organisation, the migration option becomes more attractive. When employees perceive that their service to the organisation is not reciprocated with adequate rewards, management support, and recognition from the organisation, they may become disengaged and seek opportunities elsewhere.

Although this theory provides valuable insight into migration decisions, critics have argued that the theory may oversimplify the complexities of migration by placing excessive emphasis on rational calculations and economic factors, potentially overlooking the emotional, cultural, and psychological dimensions of migration decisions (Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023).

2.2.2 Human Capital Theory

Human Capital Theory suggests that individuals strategically invest in their education, skills, and health to enhance productivity and earnings (Seibert, Akkermans, & Liu, 2024). The theory highlights the pursuit of better returns on personal investments in skills and education as a driver for migration. When considering migration, this theory implies that people relocate to maximise the benefits of their human capital investments, seeking better economic opportunities and an improved quality of life (Clark, 2020). Essentially, migration is seen as a strategy to improve one's economic prospects and overall quality of life by moving to locations where their skills and qualifications are more highly valued and rewarded.

Core Principles of this theory include investing in human capital, including education, training, and health, which are viewed as investments that enhance an individual's productivity and earning potential (Goldin, 2024).). Rational decision-making: Individuals make migration decisions based on a rational assessment of the potential costs and benefits, seeking to maximise their net returns (Czaika, & Reinprecht, 2022) Maximising returns: Migration is undertaken to move to places where the individual's human capital can yield higher returns, such as better job opportunities, higher wages, and improved living conditions (Clark, 2020).

Human capital theory can also be extended to explain organisational culture as a determinant of talent expatriation (Hirschi, & Koen, 2021). This is so because it suggests that employee will naturally gravitate to places with a learning culture and invest in their learning and education to build their capacity for future earnings. According to (Mahadi, Woo, Baskaran, & Yaakop, 2020), stated that organisations that show considerable commitment to employee training and development as a way of life will increase their loyalty and make it difficult for such employees to consider migration. However, a lack of such investments and culture can lead to a higher propensity for skilled workers to emigrate (Sanosra, Hakim, Cahyono, Qomariah, & Thamrin, 2022)

The theory framework also supports the pivotal role of employee compensation in determining migration, as it emphasises the economic incentives and personal benefits associated with migration decisions. Factors influencing migration decisions will include economic opportunities, where potential migrants evaluate job prospects, wage differentials, and economic stability in the destination country. Rational decision-making guides migration

choices to maximise net gains by moving to locations with better job prospects, higher wages, and improved living conditions (Scholten, 2022). Migration is pursued to move where a person's skills can lead to better job opportunities, higher pay, and improved living conditions (Czaika, Bijak, & Prike, 2021).

3. Methodology

The study used a quantitative approach. Copies of questionnaires were administered among the ICT experts in the selected ICT firms in Nigeria. The target population for this study comprises ICT professionals currently working in selected ICT firms in Nigeria. Five ICT firms with branches across Nigeria are used for the study. The sample includes individuals from the selected core ICT firms with a specialisation in system integration (hardware, software, network, security integration) based on NITDA classification and a total population of 350 staff. Given the population structure, a stratified random sampling technique was employed to ensure representation from different sub-sectors and organisational sizes. This method enhances the generalizability of the findings by capturing the perspectives of a diverse group of ICT professionals (Saunders, Lewis, & Thornhill, 2016).

The questionnaire was administered to the 350 staff members of the selected companies, and 142 copies of the questionnaire were returned. Using the Taro Yamane formula, the ideal sample size is expected to be 187, as shown in the calculation below. The 142 responses, therefore, amounts to a 76% response rate.

n = N/(1+N(e)2 where: n= sample size, N= Population size and e= margin of error.

Hence, for the study, below is our ideal sample size:

N= 350, e= 0.05, Sample size (n) = 350/1+350(0.05)2, n = 187

Three standardised questionnaires were employed to measure the relationship between the organisational factors and talent expatriation. Data collection was done through an online survey platform. Participants received email invitations with a study overview, confidentiality assurances, and a survey link. The survey was open for ten days, with reminders to encourage participation. This method allows data collection from a widely dispersed population, improving reach and efficiency (Dillman, Jolene, Smyth, & Christian, 2014).

The gathered data were analysed using statistical software to summarise demographic characteristics and survey responses. Inferential statistics, including correlation and multiple regression analysis, were used to examine connections between variables.

4. Findings and Discussions

The questionnaire was analysed in two parts. The first is the demographic analysis of the respondents. The second is the test of the four (4) research hypotheses formulated for the study using correlation and regression analysis.

4.1 Descriptive Statistics

Table 1: Demographic Profile of Respondents

Variable	Response Label	Frequency	Percentage
Gender	Male	69	48.6
	Female	73	51.4
	Total	142	100
Age	Below 21 years	5	3.5
	21-29 years	29	20.4

	30-39 years	58	40.9
	40-49 years	42	29.6
	Above 50 years	8	5.6
	Total	142	100
Marital status	Single	57	40.1
	Married	64	45.1
	Divorced	21	14.8
		142	100
Educational qualification	HND/B.Sc./BA	48	33.8
	M.Sc./MBA	71	50.0
	OND/NCE	23	16.2
	Total	142	100
Length of service	1-5 years	27	19.0
	6-10 years	43	30.3
	11-15 years	52	36.6
	16 years and above	20	14.1
	Total	142	100
Staff level	Management	35	24.6
	Senior staff	68	47.9
	Junior staff	39	27.5
	Total	142	100
Work location	Lagos	68	47.9
	Abuja	39	27.5
	Port Harcourt	35	24.6
	Total	142	100
Specialization	Hardware	27	19.0
	Software	52	36.6
	Network	20	14.1
	Security	43	30.3
	Total	142	100
propensity to go abroad	Very high	49	34.5
	High	58	40.8

	Low	23	16.2
	Very low	12	8.5
	Total	142	100
ICT skill level	Beginner	23	16.2
	Intermediate	43	30.3
	Expert	51	35.9
	Expert & multi skilled	25	17.6
	Total	142	100

Source: Field Survey, 2024

Table 1 shows the demographic profile of the 142 respondents. The gender distribution of the participants is almost balance with a ratio of 51:49 per cent in favour of the female gender. This indicates a fairly even distribution between both genders. Age distribution showed predominantly young people with 61% between 21 and 39 years of age and another 30% between 40 and 49 years of age. This reflects the nature of the ICT industry in Nigeria which dominated by young and diddle age people. Supporting the age distribution ratio is the marital status of the respondent which stood at 45:40 per cent in favour of the married people. About 84% of the respondents hold B.Sc./HND and above with only 17% with qualification below first degree or equivalent. This shows that the industry is dominated by educated people. 67% of the respondent have worked for between 6 and 15 years and another 14% with greater than 15 years of experience. This shows that the respondents are predominantly experienced and very experienced employees. About 48% of the respondent are senior staff, 28% junior staff and 25% junior staff. Hence the respondent are predominantly senior staff who are in the prime of their career. Majority of the respondent 48% reside in Lagos, the remaining 27% for Abuja and 25% for Port Harcourt. 37% of the respondent are software experts, 30% are security expert, hardware and network experts are 19% and 14% respectively. 75% of the respondents have high or very high propensity to go abroad. This suggest that the talent expatriation problem is prevalent and may not be ready to abate with most people still interested in emigrating. About 84% of the respondents possess intermediate or experts and multiskilled. This indicate that the respondents are mainly very skilled employees whose skill may be required abroad.

4.2 Test of Hypothesis

The study used multiple linear regression analysis to test hypotheses at a 5% significance level to establish the relationship between organisational factors and talent expatriation among selected ICT firms in Nigeria. The study's decision rule states that if the probability value calculated is greater than the critical level of significance e $0.00 > 0.05$, then the null hypothesis is accepted, and the alternative hypothesis is rejected. However, if the probability value is less than the critical value, then the null hypothesis is rejected, and the alternative hypothesis is accepted.

Ho_1: Higher employee compensation does not significantly affect talent expatriation among selected ICT firms in Nigeria.

Table 2: Regression Analysis of Higher Compensation Levels and Talent Expatriation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.366[a]	.134	.131	.54998

a. Predictors: (Constant), Higher Compensation Levels

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.785	1	14.785	21.584	.000[b]
	Residual	95.884	140	.685		
	Total	110.669	141			

a. Dependent Variable: Talent Expatriation

b. Predictors: (Constant), Higher Compensation Levels

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.505	.212		11.815	.000
	Higher Compensation Levels	.354	.051	.366	6.991	.000

a. Dependent Variable: Talent Expatriation

Source: Field Survey, 2024.

To analyse the hypothesis, the linear regression was employed at 5% significance level. The analysis showed a significant model summary: F (1,2) = 21.584, P < 0.05, R = 0 .336, R2 = 0.134. The analysis showed that higher compensation levels have a significant positive effect on talent expatriation among selected ICT firms in Nigeria. With an R-squared of 0.134 and an adjusted R-squared of 0.131, the model in this regression analysis shows statistical significance ($p < 0.05$). The regression analysis model presented fits the data well, accounting for approximately 13.4% of the variance in talent expatriation. The remaining 86.6% is attributed to other factors not captured in the regression equation. Also, the p-value of (0.000), which is less than the level of significance at the 0.05 level (2-tailed), indicates that the result is statistically significant; therefore, the null hypothesis is rejected, and it can be concluded that higher compensation levels have a significant effect on talent expatriation among selected ICT firms in Nigeria.

The study showed a significant model summary: $F_{(1,2)} = 21.584$, $P < 0.05$, R = 0 .336, $R^2 = 0.134$, confirming that higher compensation levels have a significant positive effect on talent

expatriation among ICT professionals in Nigeria. The analysis revealed that higher compensation has a significant impact on talent expatriation among selected ICT firms in Nigeria. This position corroborates the study's findings carried out by Tornikoski (2012).

Ho_2: Organisational culture does not significantly affect talent expatriation among selected ICT firms in Nigeria.

Table 3: Regression Analysis of Organisational Culture and Talent Expatriation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629[a]	.395	.393	.56392

a. Predictors: (Constant), Organisational culture

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.923	1	65.923	91.560	.000[b]
	Residual	100.809	140	.720		
	Total	166.732	141			

a. Dependent Variable: Talent Expatriation

b. Predictors: (Constant), Organisational culture

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.799	.217		3.674	.000
	Organisational culture	.747	.052	.629	14.398	.000

a. Dependent Variable: Talent Expatriation

Source: Field Survey 2024

To analyse the hypothesis, the linear regression was employed at 5% significance level. The analysis showed a significant model summary: $F_{(1,2)} = 91.560$, $P < 0.05$, $R = 0\ .629$, $R^2 = 0.395$. The correlation coefficient equals 0.629, indicating a strong relationship between organisational culture and talent expatriation among selected ICT firms in Nigeria. The model in this regression analysis also showed a statistical significance ($p < 0.05$). The regression analysis model presented fits the data well, accounting for approximately 39.5% of the variance in talent expatriation. The remaining 60.5% is attributed to other factors not captured in the multiple regression equation. Also, the p-value of (0.000), which is less than the level of significance at the 0.05 level (2-tailed), indicates that the result is statistically significant; therefore, the null hypothesis is rejected, and it can be concluded that Organisational culture has a significant effect on talent expatriation among selected ICT firms in Nigeria.

The study showed a significant model summary: $F_{(1,2)} = 91.560$, $P < 0.05$, $R = 0\ .629$, $R^2 = 0.395$, confirming that organisational culture has a significant positive effect on talent expatriation among ICT professionals in Nigeria. The model shows statistical significance

given the P-value of (0.000), i.e. ($p < 0.05$) 2-tailed, indicating that the result is statistically significant; therefore, the null hypothesis is rejected, and it can be concluded that Organisational culture has a significant effect on talent expatriation among selected ICT firms in Nigeria.

Ho_3: Management support does not significantly affect talent expatriation among selected ICT firms in Nigeria.

Table 4: Regression Analysis of Management Support and Talent Expatriation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.525	.524	.43942

a. Predictors: (Constant), Management support

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.751	1	67.751	155.037	.000[b]
	Residual	61.211	140	.437		
	Total	128.962	141			

a. Dependent Variable: Talent Expatriation

b. Predictors: (Constant), Management support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.747	.169		4.410	.000
	Management support	.757	.040	.725	18.731	.000

a. Dependent Variable: Talent Expatriation

Source: Field Survey 2024

To analyse the hypothesis, the linear regression was employed at 5% significance level. The analysis showed a significant model summary: $F_{(1,2)} = 155.037$, $P < 0.05$, $R = 0\ .725$, $R^2 = 0.525$. The analysis showed that Management support has a significant positive effect on talent expatriation among ICT professionals in Nigeria. With an R-squared of 0.525 and an adjusted R-squared of 0.524, the model in this regression analysis shows statistical significance ($p < 0.05$). The regression analysis model presented fits the data well, accounting for approximately 52.5% of the variance in talent expatriation. The remaining 47.5% is attributed to other factors not captured in the regression equation. Also, the p-value of (0.000), which is less than the level of significance at the 0.05 level (2-tailed), indicates that the result is statistically

significant; therefore, the null hypothesis is rejected, and it can be concluded that Management support has a significant effect on talent expatriation among selected ICT firms in Nigeria.
The study showed a significant model summary: $F_{(1,2)} = 155.037$, $P < 0.05$, $R = 0\ .725$, $R^2 = 0.525$, confirming that management support has a significant positive effect on talent expatriation among ICT professionals in Nigeria. From the study, it was clear that the absence of management support is significantly responsible for talent expatriation among Nigerian ICT professionals, as corroborated by Brewster, Bonache, Cerdin, & Suutari, (2014).

Ho_4: Organisational Factors (higher compensation, organisational culture, management support) do not significantly affect talent expatriation among selected ICT firms in Nigeria.

Table 5: Regression Analysis of Organisational Factors and Talent Expatriation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638[a]	.407	.402	2.21382

a. Predictors: (Constant), Compensation, Organizational Culture, Management Support

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1103.782	3	138.472	10.100	.000[b]
	Residual	1607.528	138	13.710		
	Total	2307.422	141			

a. Dependent Variable: Talent Expatriation

b. Predictors: (Constant), Compensation, Organizational Culture, Management Support

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	11.437	1.301		8.790	.000
	Compensation	.062	.080	.059	.773	.040
	Organizational Culture	.204	.083	.206	2.446	.015
	Management Support	.343	.113	.331	3.046	.003

a. Dependent Variable: Talent Expatriation

Source: Field Survey 2024

To analyse the hypothesis, the multiple linear regression was employed at a 5% significance level. The analysis showed a significant model summary: $F_{(1,2)} = 10.100$, $P < 0.05$, $R = 0.638$, $R^2 = 0.407$. The analysis showed that organisational factors (Compensation, Organisational

Culture, Management Support) have a significant positive joint effect on talent expatriation. With an R-squared of 0.407 and an adjusted R-squared of 0.402, the model in this regression analysis shows statistical significance ($p < 0.05$). According to their corresponding coefficients, t-statistics, and p-values, compensation, organisational culture, and management support are significant predictors. Therefore, the null hypothesis is rejected, and it can be concluded that organisational factors (Compensation, Organisational Culture, Management Support) have a significant effect on talent expatriation among selected ICT firms in Nigeria.

The study showed a significant model summary: $F_{(1,2)} = 10.100$, $P < 0.05$, $R = 0.638$, $R^2 = 0.407$, confirming that organisational factors (Compensation, Organisational Culture, Management Support) have a significant positive effect on talent expatriation among selected ICT firms in Nigeria. Hence, the absence of these organisational factors promotes talent expatriation among selected ICT firms. This is supported by the findings of Chwialkowska (2020).

5. Implications for Theory and Practice

The findings from the study have a very profound implication on the theory and application of the various theories regarding the practice of talent management within the realms of developing economies like that of Nigeria. On the theoretical front, the research studies support the existing human capital and organisational behaviour theories, which suggest that employee choices to stay with an organisation or leave are typically influenced by a combination of individual and institutional factors. The high impact of increased overseas compensation, the presence of a conducive culture that supports employees' growth and development, align with the Human Capital Theory. In addition, the study underlines the importance of social exchange theory because it emphasises the role of the poor quality of the management support and unfriendly organisational culture, which can damage the psychological contract between the employer and employee, thus causing expatriation.

The findings, in a practical sense, provide a clear guideline for organisational leaders, human resource practitioners, and policymakers in the ICT sector in Nigeria. The considerable effect of organisational variables, including compensation, management support, and organisational culture, indicates that companies need to reinvent and rebuild their approach to talent retention. To minimise the loss of high-performance professionals, competitive remuneration packages, responsive leadership, and an inclusive organisational culture should be given priority.

6. Conclusion

The alarming rate of talent expatriation among professionals in ICT firms in Nigeria in recent times is undoubtedly a major challenge bedeviling the ICT industry in Nigeria. Although many authors have researched the subject of talent expatriation, not many have narrowed down their work to the ICT industry. It is very clear from this study that organisational factors are responsible for this talent emigration crisis in the ICT sector in Nigeria. It is, therefore, pertinent for ICT organisations to promote an environment that develops ICT talent by encouraging mentorship and exposure to local and global training and investing in resources and tools that support employees' physical, emotional, mental, and financial health to discourage talent expatriation. Staff will view this implementation as management support, encouraging them to stay.

ICT companies also need to pay attention to compensation, improving it significantly in volume and structure. It is recommended that ICT companies consider executive compensation for ICT experts as a retention strategy. A conducive organisational culture of openness & transparency, flexible work mode, and aligning individual goals with organisational goals will discourage talent emigration.

7. Recommendations

Based on the findings and conclusions drawn from this study, the following recommendations are proposed to help ICT firms, policymakers, and other stakeholders address the challenge of talent expatriation in Nigeria:

i. Enhance Compensation Packages: ICT firms should review and improve their compensation packages to remain competitive with global standards. Offering non-monetary or performance-based incentives, profit-sharing schemes, and comprehensive benefits can help reduce the financial allure of overseas opportunities,
ii. Strengthen Management Support Structures: Organisations should invest in leadership development, coaching, and inclusive work environments that empower employees to innovate and grow within the firm.
iii. Improve Organisational Culture: Firms must cultivate inclusive, engaging, and innovation-driven workplace cultures. Encouraging teamwork, promoting fairness, and fostering a sense of belonging can strengthen employees' emotional commitment to the organisation. This will then become a good tool to re-engage remotely the employees, should they emigrate.
iv. Retention Strategies: ICT firms should create integrated talent retention strategies that address both personal and organisational needs. These policies should include mentorship programmes, succession planning, flexible work arrangements, and clear career development pathways.
v. Policy Advocacy: Government agencies and ICT industry associations should partner to create an enabling environment that supports talent retention. This could involve offering tax incentives to firms that invest in human capital, enhancing local infrastructure, and implementing national strategies for workforce development.
vi. Firms should regularly assess their workforce needs, employee satisfaction levels, and risk of expatriation. This will allow them to respond proactively to emerging challenges and refine their retention strategies.

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