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INTELLIGENCE

Tech ATTRITION REPORT

Understanding the Evolving Landscape of Tech Talent Retention and Mobility Across Various Sectors

PREPARED BY:
DATALEUM INTELLIGENCE

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Executive Summary

Exploring the patterns, pressures, and priorities shaping Nigeria's tech talent landscape. Insights from **100 HR professionals** across **15 industries** reveal where organisations are winning or losing the tech talent war.

Overview

Dataleum conducted a nationwide HR Intelligence Survey involving **100 HR professionals** across **15 industries** to analyse the evolving patterns of tech talent attrition and retention in Nigeria.

The study explores the composition of the tech workforce, attrition trends, and replacement timelines across different sectors, providing a data-driven lens on workforce sustainability and digital readiness in Nigeria's emerging economy.

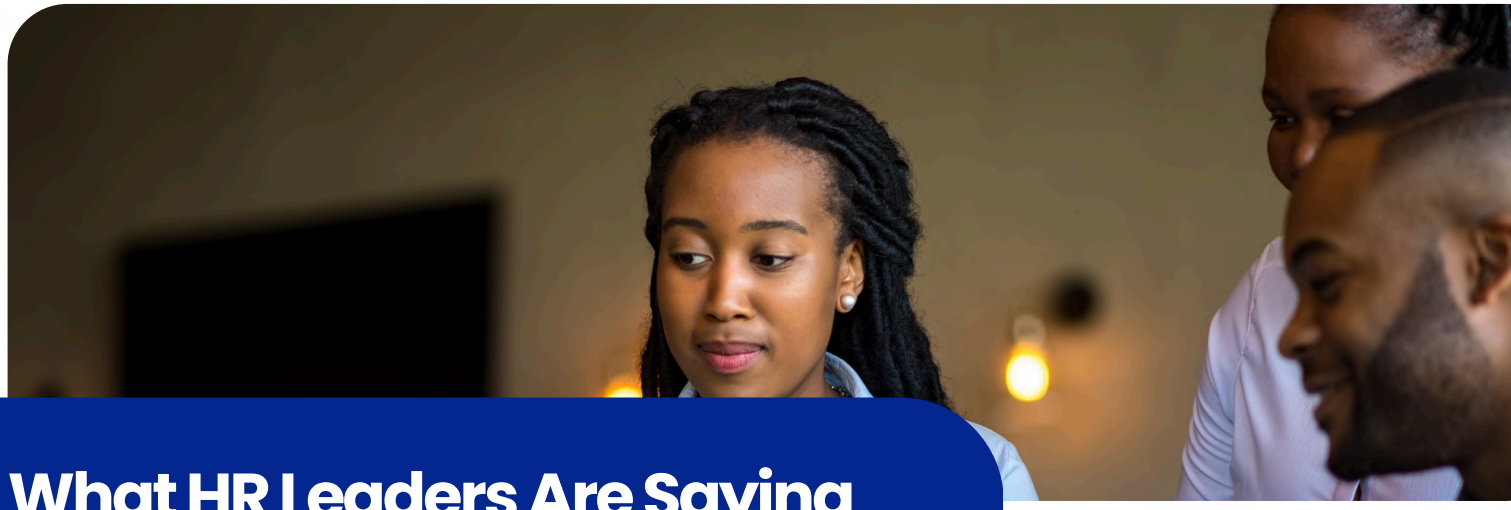
The findings reveal that while the technology workforce underpins business operations in nearly every industry, attrition remains a critical challenge.

Based on aggregated survey responses, tech employees account for an estimated **28.2%** of total workforce composition across participating organisations, reflecting their growing strategic importance.

Attrition is most pronounced in the Finance and Technology industries, followed by Manufacturing and Consulting, where competition for digital talent continues to intensify.

The average time-to-fill a vacated tech role is **2 months**, with over one-third of organisations taking longer than three months to secure replacements.

Leading drivers of attrition include better external offers, limited growth opportunities, and burnout, signalling the need for organisations to re-evaluate their retention and employee value propositions.



What HR Leaders Are Saying

Beyond structured survey responses, HR professionals shared candid reflections on why tech employees leave and what organisations are struggling to manage.

Talent Power and Shifting Expectations

Many HR leaders observed a clear shift in bargaining power toward tech professionals, driven by high demand, portable skills, and rising expectations around flexibility, purpose, and growth.

> *In today's market, tech skills are portable, demand is high, and employees know it. This shift has tilted the power balance toward talent, meaning people are more willing to leave when a role fails to meet their professional, personal, or lifestyle needs. Salary matters, but it's no longer the sole anchor. Purpose, flexibility, and growth are now just as critical.*
>
> *For leaders, the lesson is clear. Retention must be intentional. That means creating visible career paths, offering flexible work models, and giving employees a voice in the projects and technologies they work on.*
>
> **Adam, HR Professional (Finance)**

Compensation, Remote Work, and Better Offers

HR leaders consistently pointed to widening gaps between local pay structures and international compensation standards, compounded by the growing availability of remote roles with better offers.

If there's one thing I've realised in my almost two years in the tech industry, it's that there's always a better offer elsewhere. Especially for organisations that can't match the offers out there.

Beatrice, HR Professional (Tech)

Attrition of tech talents is mostly due to pay, remote availability, and the scale of the project. A company that pays well, offers attractive benefits, remote work options, and global standard projects stands a great chance of retaining talent.

Idris, HR Manager (Tech)

Nigeria based organisations don't do their best to meet international standards in terms of remuneration and conflict management.

Victor, HR Professional (Tech)

The competition for that skill is very high and there are not enough supply of it in the market

Franca, HR Professional (Manufacturing)

Burnout, Culture, and Growth

Across organisations, HR professionals highlighted burnout, limited growth opportunities, and cultural misalignment as increasingly common triggers for tech resignations.

Tech resignations can be complex. Burnout and stress, lack of challenge or growth opportunities, unhappiness with company culture or management, new job opportunities, and poor work life balance all contribute.

Chinedu, HR Practitioner (Finance)

Employee turnover in my organisation is relatively lower compared to others. However, research shows employees disengage due to low compensation, lack of proper retention strategy, and non alignment with core values.

Mike, HR Professional (Real Estate and Property Development)

Some tech employees have multiple roles which they cannot keep up with and it eventually leads to burnout.

Amy, HR Professional (Finance)

They need work flexibility and opportunities to participate in management meeting

Stella, HR Professional (Real Estate)

Structure, Regulation, and Workplace Discipline

Some HR leaders noted ongoing challenges around structure, professional regulation, and compliance with organisational policies within tech teams.

Techs should have a body governing practitioners to keep them abreast of recent developments and help them earn certifications to practice.

Amina, HR Professional (Manufacturing)

They usually find it difficult to comply with strict policies, especially on dress code and resumption time.

Motunrayo, HR Professional (Consulting - Professional Services)

Introduction

Technology talent has become a central driver of business performance in Nigeria, yet organisations continue to face persistent shortages in skilled professionals.

Across Africa, a 2023 SAP Africa study found that four out of five organisations reported negative impacts from technology skills gaps, with 80 percent of Nigerian companies identifying tech talent shortages as a priority challenge.[1] The study also noted that understaffing and skills scarcity are contributing to operational strain and employee turnover pressures.

Against this backdrop, Dataleum conducted a nationwide survey capturing insights from **100 HR professionals** across **15 industries**. The study analyses tech workforce composition, attrition patterns, hiring timelines, and the factors shaping retention decisions across sectors.

This report translates those findings into practical, data-driven insights for HR leaders, business executives, and policymakers navigating increasing competition for skilled technical talent. By examining the trends and pressures affecting tech teams, it provides guidance to strengthen retention, reduce costly turnover, and build more resilient digital capability in Nigeria's evolving economy.

[1] SAP Africa, Africa's Tech Skills Gap Study, 2023.

Methodology

This section outlines the design, scope, and structure of the Tech Attrition Survey conducted by Dataleum. It explains how data was gathered, the respondent composition, and the thematic areas explored in the survey.

Data Collection Methods

The data for this report were derived from a structured online survey conducted by Dataleum's Research, Strategy, and Intelligence Unit between July and September 2025. The survey targeted HR Professionals, People Managers, and Organisational Leaders across Nigeria's workforce.

A total of 100 valid responses were received, covering 15 industries, including Finance, Technology, Manufacturing, Consulting, Education, Oil & Gas, Logistics, Real Estate, Healthcare, Agriculture, and others.

Respondents represented a diverse range of company sizes (from startups to multinationals) and tech workforce capacities, allowing for comparative analysis across organisational scales.

A total of 11 core survey questions were administered, supported by additional demographic items that captured respondent information. The survey was distributed through email, phone calls, and direct messaging channels.

This multi channel approach ensured broad reach, strong engagement, and diverse representation across industries.

Scope and Limitations

Scope

This HR Intelligence Report focuses on technology-related roles within Nigerian organisations, examining attrition rates, workforce structures, and recruitment timelines.

The analysis spans **15 industries**, including Finance, Technology, Manufacturing, Consulting, Education, Oil & Gas, Logistics, Real Estate, Healthcare, Agriculture, and others.

The report provides directional insights to inform workforce strategy, not absolute national benchmarks.

Limitations

Data is based on self-reported responses from HR professionals, reflecting organizational perceptions rather than audited HR records.

While representation was broad, some niche industries had fewer responses, influencing comparative depth.

Workforce and attrition estimates were derived from categorical ranges (bins) to ensure respondent anonymity, offering trend-level precision suitable for strategic analysis.

Survey Questions

1. What industry does your organization primarily operate in?
2. What is the size of your company?
3. How many tech employees does your company currently have?
4. Which of these tech roles exist in your company?
5. How important is your tech team to your company's core business operations and outcomes?
6. In the past 6 months, approximately how many tech staff resigned from your organization?
7. Which tech roles have experienced the highest attrition in your organization in the past 6 months?
8. What are the top reasons why tech staff leave your organization?
9. Which tech roles are considered 'business-critical' in your company?
10. In your opinion, what business functions or processes would be most affected if key tech roles were left unfilled?
11. What is the average time-to-fill for vacated tech roles in your organization?

Response Breakdown

This section presents an overview of survey participants, highlighting their distribution by industry, company size, and tech workforce scale. It provides essential context for interpreting the insights and trends discussed in subsequent sections.

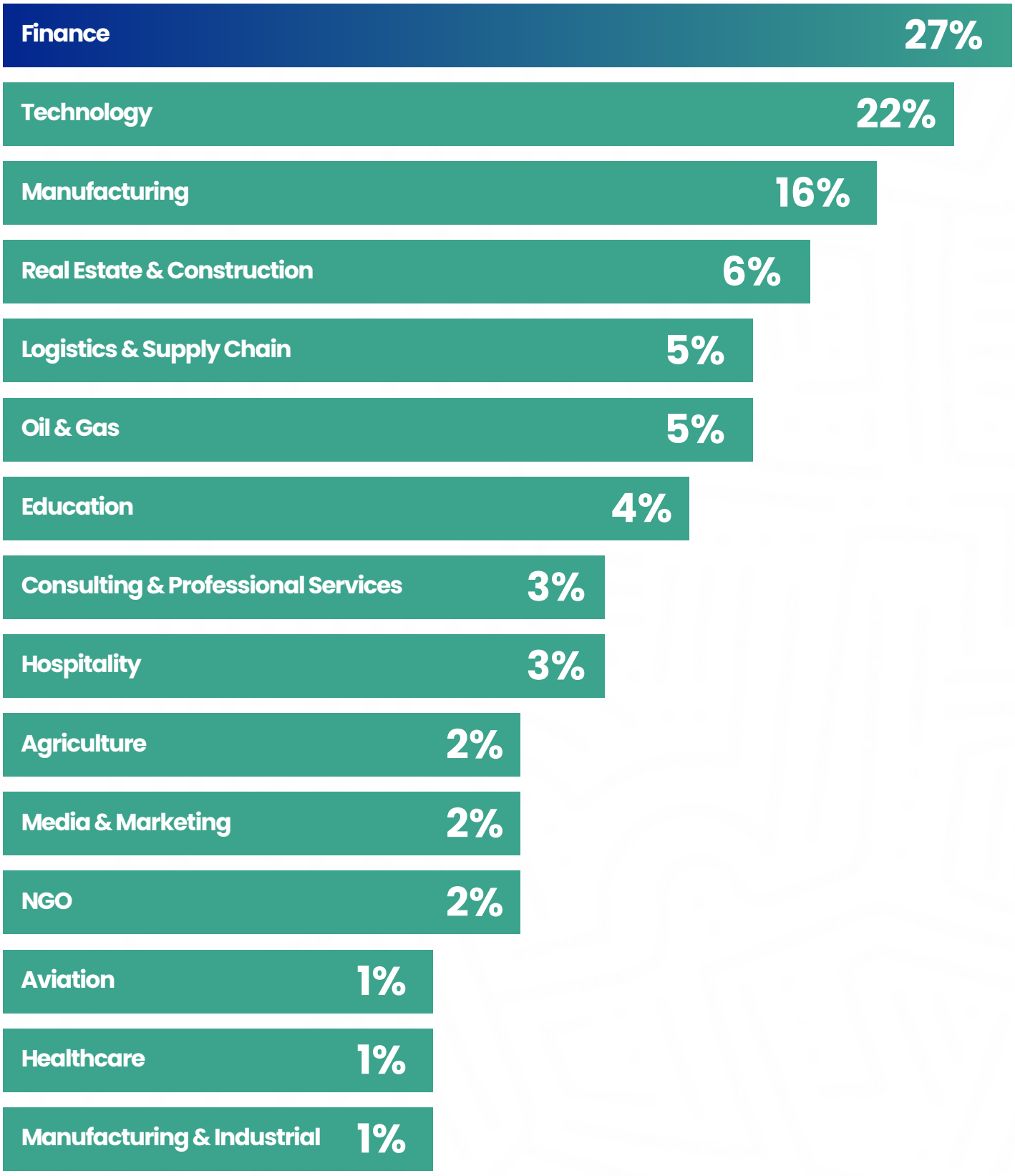
Industry Representation

Respondents spanned 15 key industries, with the highest participation from Finance (27%), Technology (22%), and Manufacturing (16%), indicating broad coverage of Nigeria's economic drivers.

These sectors are also the largest employers of technology professionals, underscoring their influence on national workforce dynamics.

In contrast, Education, Logistics, Oil & Gas, Real Estate and Healthcare formed a smaller but significant share of responses, highlighting the growing diffusion of tech roles across non-tech sectors.

Industry Distribution of Respondents

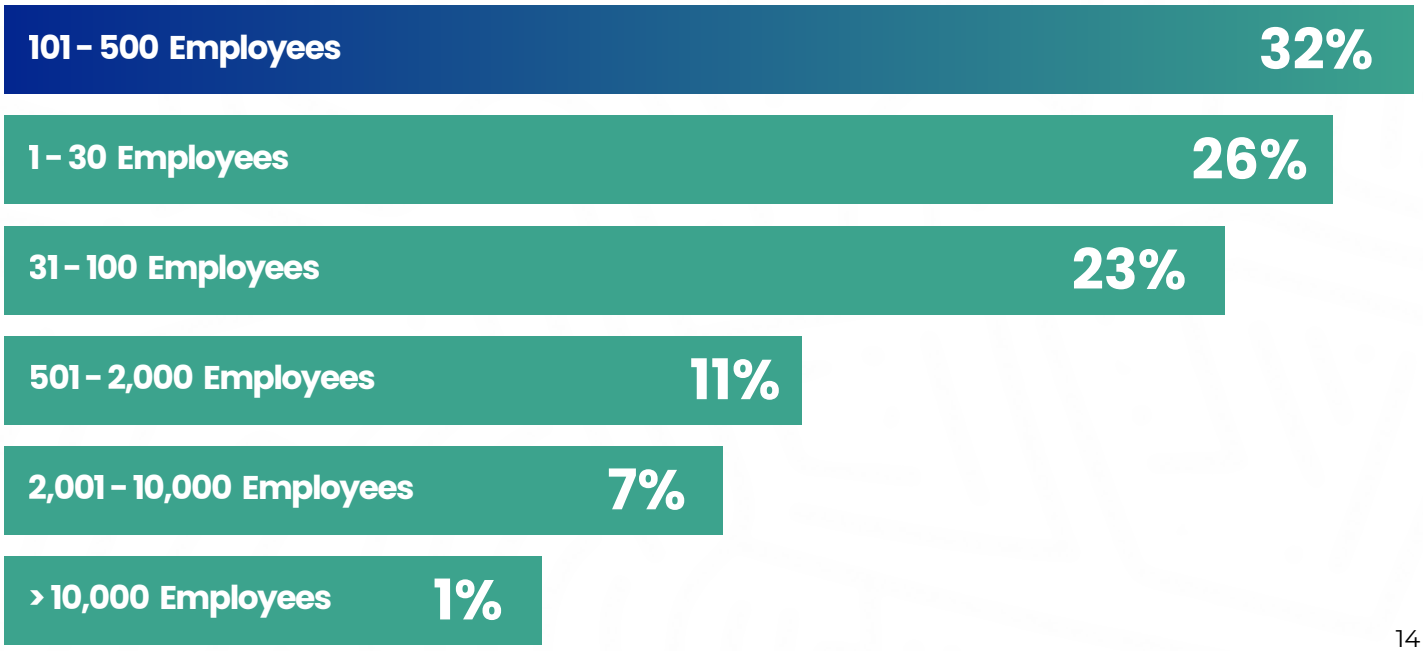


Company Size Distribution

Respondents represented organisations ranging from small startups to large multinationals. The largest share came from firms with 101–500 employees (32%), followed by smaller companies with 1–30 employees (26%) and those with 31–100 employees (23%). Larger organisations with over 500 employees accounted for 19%, providing some visibility into enterprise-level workforce structures.

This distribution indicates that Nigeria's digital economy is significantly shaped by emerging and mid-sized enterprises, while still including perspectives from larger firms.

Company Size (Bins)	Employee Range
1–30	Micro/Small
31–100	Small/Mid-sized
101–500	Mid-sized
501–2000	Large
2001–10,000	Enterprise

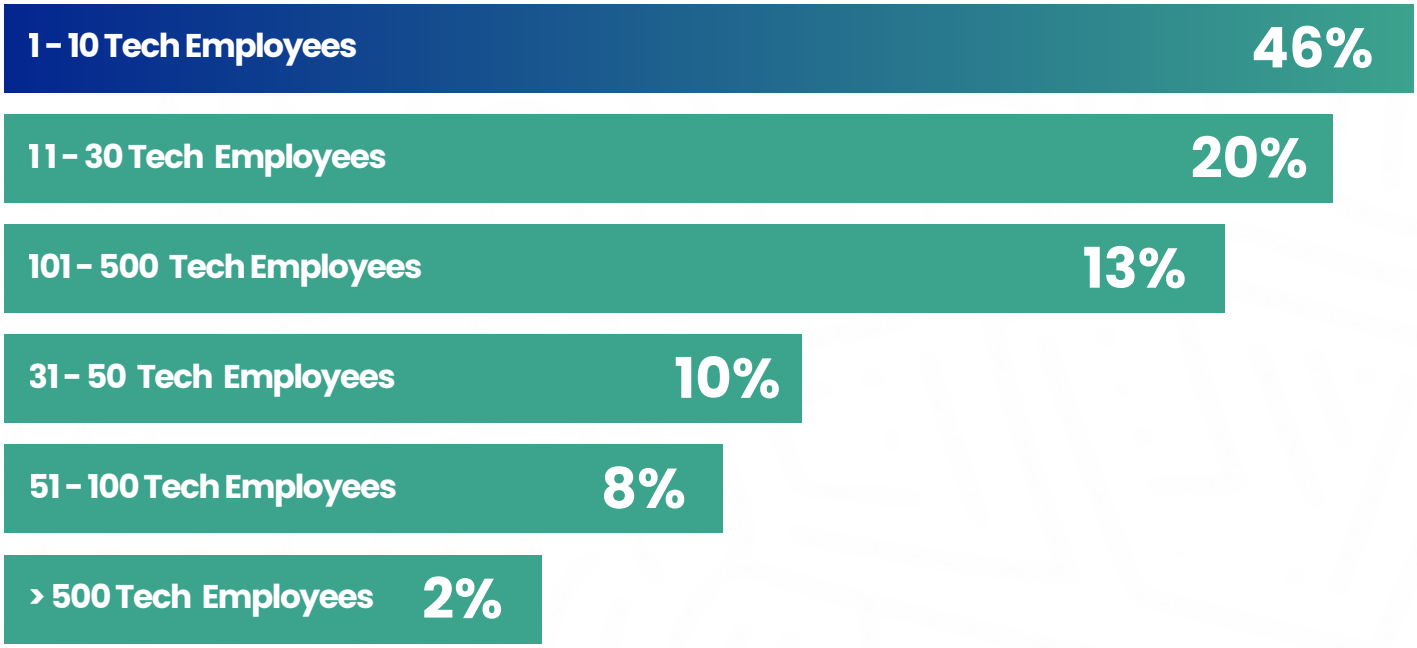


Tech Workforce Composition

Across the surveyed organisations, technology professionals accounted for an estimated 28.2% of total employees, a significant share that underscores the criticality of digital talent to modern business operations.

Most respondents employ fewer than 30 tech staff, aligning with Nigeria's SME-dominated market, while a smaller proportion of enterprises maintain large, dedicated technology divisions.

Tech Workforce (Bins)	Employees
1–10	Small tech unit
11–30	Mid-level team
31–50	Expanding team
51–100	Large tech team
101–500	Very large team
Over 500	Enterprise-level



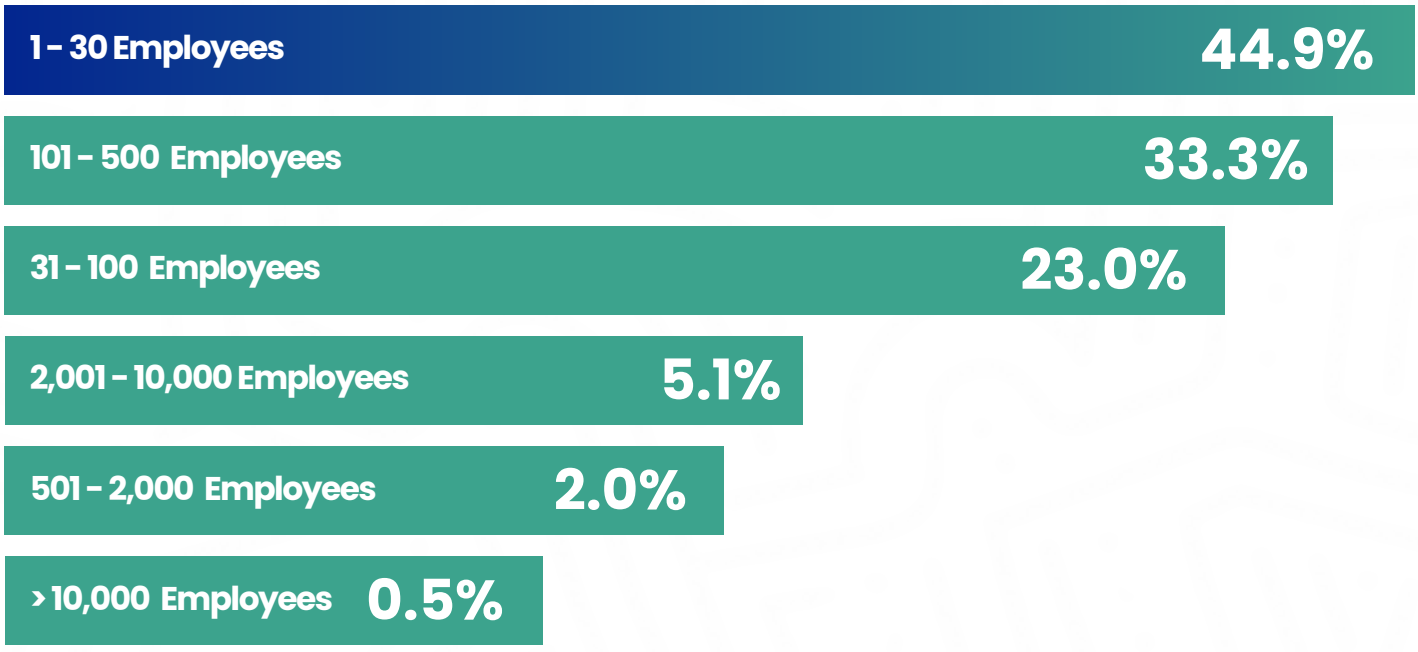
Tech Workforce by Company Size

Analysis by company size shows that smaller organisations maintain a higher concentration of tech professionals relative to their total workforce, while larger companies exhibit lower proportional tech representation despite employing more people overall.

Organisations with fewer than **30 employees** record the largest tech workforce share, indicating that early-stage and growing firms rely heavily on technical expertise to drive product development and innovation.

In contrast, enterprises with more than **2,000 employees** show much smaller proportional shares of tech staff, reflecting the broader range of non-technical functions within complex corporate structures.

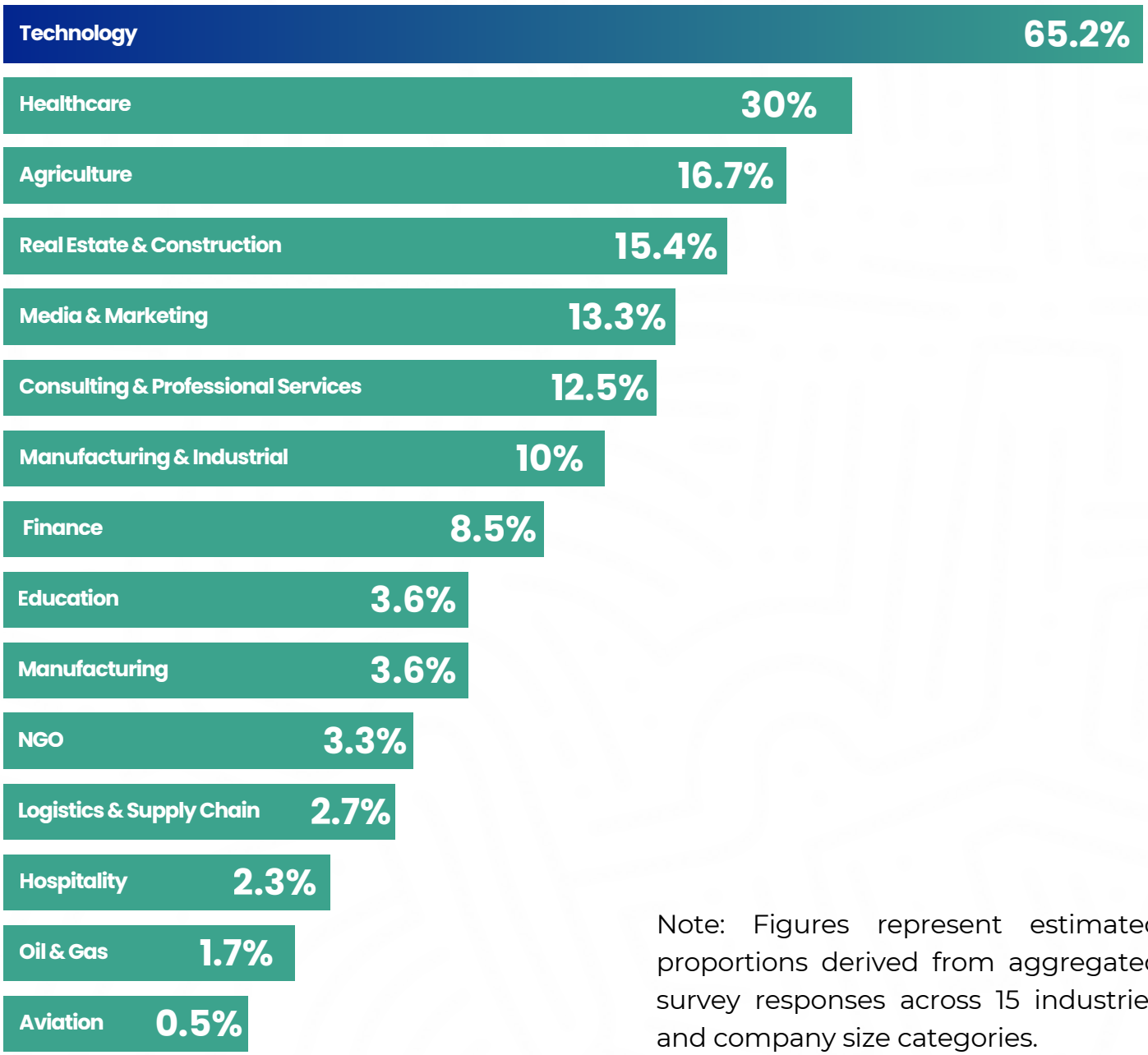
This pattern highlights a trade-off between agility and specialisation: smaller firms depend on a few versatile technical staff, whereas larger organisations balance technology roles within expansive operational frameworks.



Tech Workforce Share By Industry

Across industries, the distribution of tech talent reveals where digital capacity is most deeply embedded. The Technology sector holds the highest share of tech employees, followed by Healthcare, Agriculture, and Real Estate and Construction.

These industries are increasingly shaped by digital solutions, data management, and platform-based operations. Sectors such as Media and Marketing, Consulting, and Finance also show substantial representation, aligning with their growing adoption of data analytics, process automation, and digital service delivery.



Note: Figures represent estimated proportions derived from aggregated survey responses across 15 industries and company size categories.

Key Findings

This section highlights the major trends emerging from the survey, combining quantitative and qualitative insights to explain current tech talent dynamics in Nigeria. It presents the key patterns across attrition, workforce composition, role vulnerability, and hiring challenges.

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1. Tech as a Core Business Function

Across industries, technology has moved beyond support functions to become a strategic driver of performance and innovation.

The data reveals that the average importance rating of tech teams stands at 4.51 out of 5, emphasising their integral role in sustaining business operations, driving digital transformation, and enabling data-driven decision-making.

Tech Team Importance to Core Operations

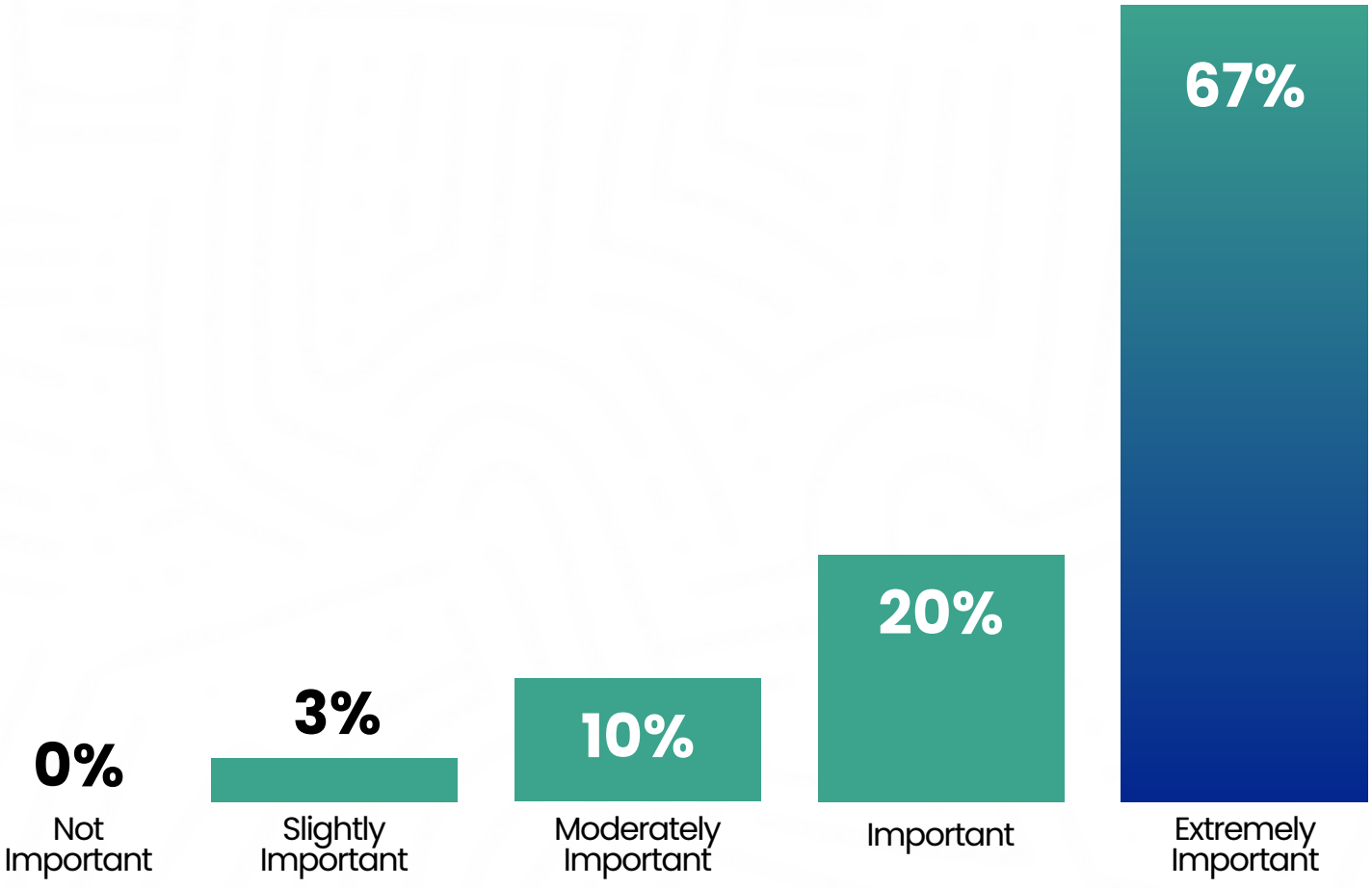
Industries such as Aviation, Media & Marketing, and NGOs rated technology's contribution at a perfect 5.00, followed closely by Technology (4.91) and Finance (4.78), where digital infrastructure and customer experience are critical to competitiveness.

In contrast, Agriculture (3.50) and Manufacturing & Industrial (3.00) show lower reliance on tech, reflecting ongoing digitization challenges in more traditional sectors.

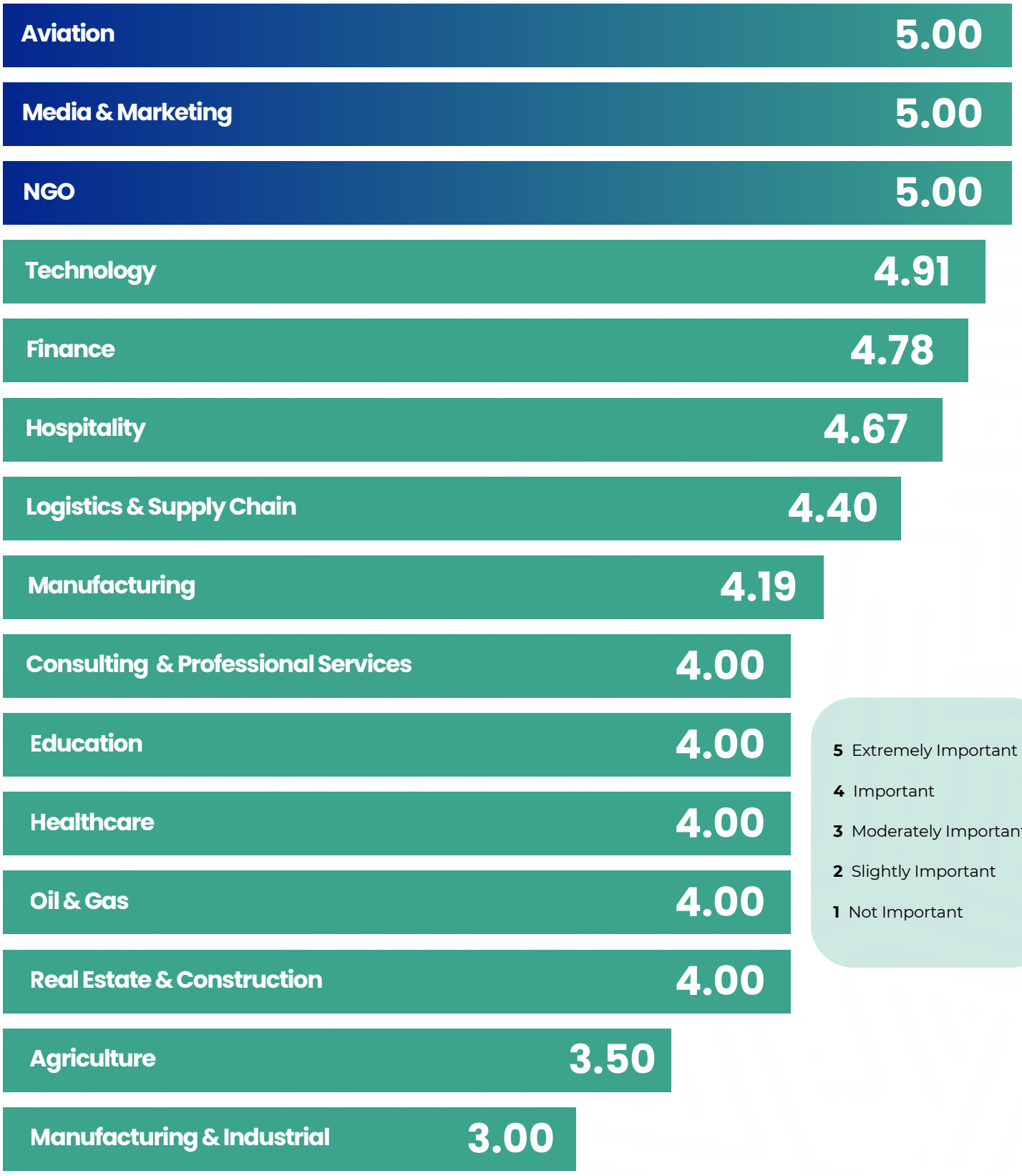
The overall rating distribution reinforces this trend:

Most respondents placed technology at the highest end of the scale, with 67% rating it as "Extremely Important", 20% as "Important", and only 3% as "Slightly Important".

None rated it "Not Important", demonstrating a near-universal acknowledgement that tech functions now sit at the heart of organisational strategy and operations.



Average Importance of Tech Teams to Core Operations by Industry



Key Findings on Attrition

2. Elevated Attrition Levels

Attrition continues to pose a major challenge across Nigeria's technology workforce, particularly within core technical and product-driven roles.

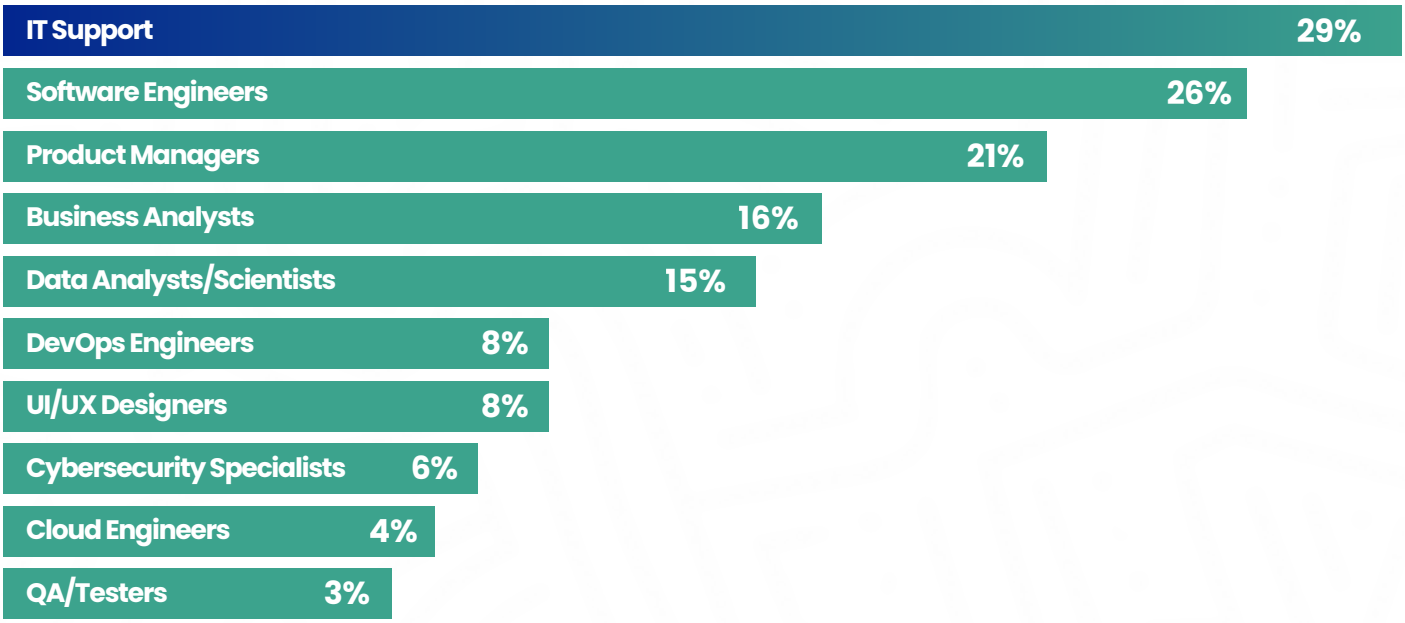
The data shows that IT Support and Software Engineering functions account for the largest share of reported exits, followed by Product Management and Business Analysis roles.

Collectively, these four roles represent over 60% of all reported attrition cases, signaling the vulnerability of key talent segments that directly sustain digital operations.

This pattern reflects the growing competition for skilled tech talent, as organizations increasingly rely on these roles to drive transformation and maintain business continuity.

The relatively lower attrition in niche fields such as cybersecurity, cloud engineering, and quality assurance may indicate smaller team sizes or stronger role specialization, rather than stability.

Top 10 Tech Roles with Highest Attrition Rate by No of Respondents



In summary, attrition pressure is highest in roles linked to customer delivery, system reliability, and data-driven decision-making. These departures often extend recruitment cycles and create productivity gaps, highlighting the need for proactive talent retention and succession planning.

Estimated Tech Workforce Attrition

Beyond role-specific trends, the data also highlights clear variations in attrition intensity across company sizes and industries.

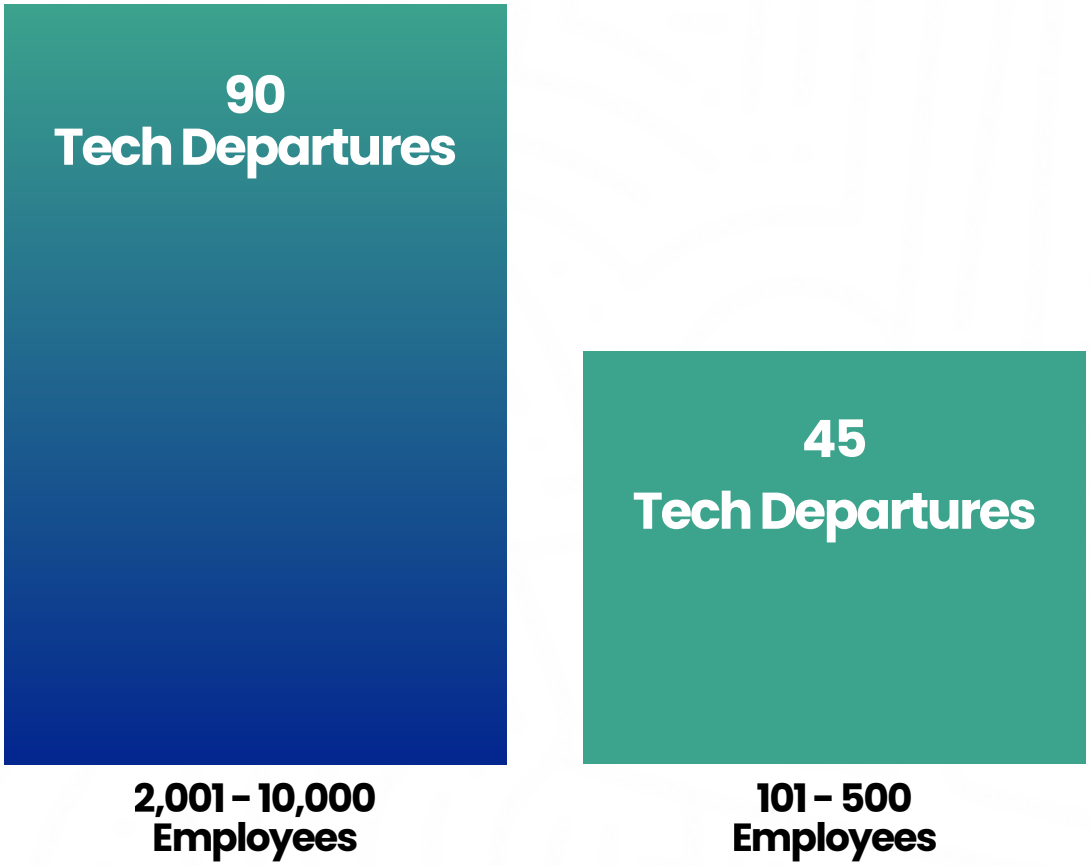
Larger organisations and finance-driven sectors record the highest turnover volumes, illustrating how workforce scale and digital maturity influence employee mobility.

Organisations employing between 2,001 and 10,000 people report an estimated 90 tech departures within six months, while those with 101 to 500 employees record an estimated 45 exits during the same period.

This indicates that attrition grows with company size, as larger enterprises face higher workforce churn and replacement challenges.

Smaller firms, though losing fewer employees, often feel each exit more severely due to leaner team structures.

Estimated Tech Attrition by Company Size

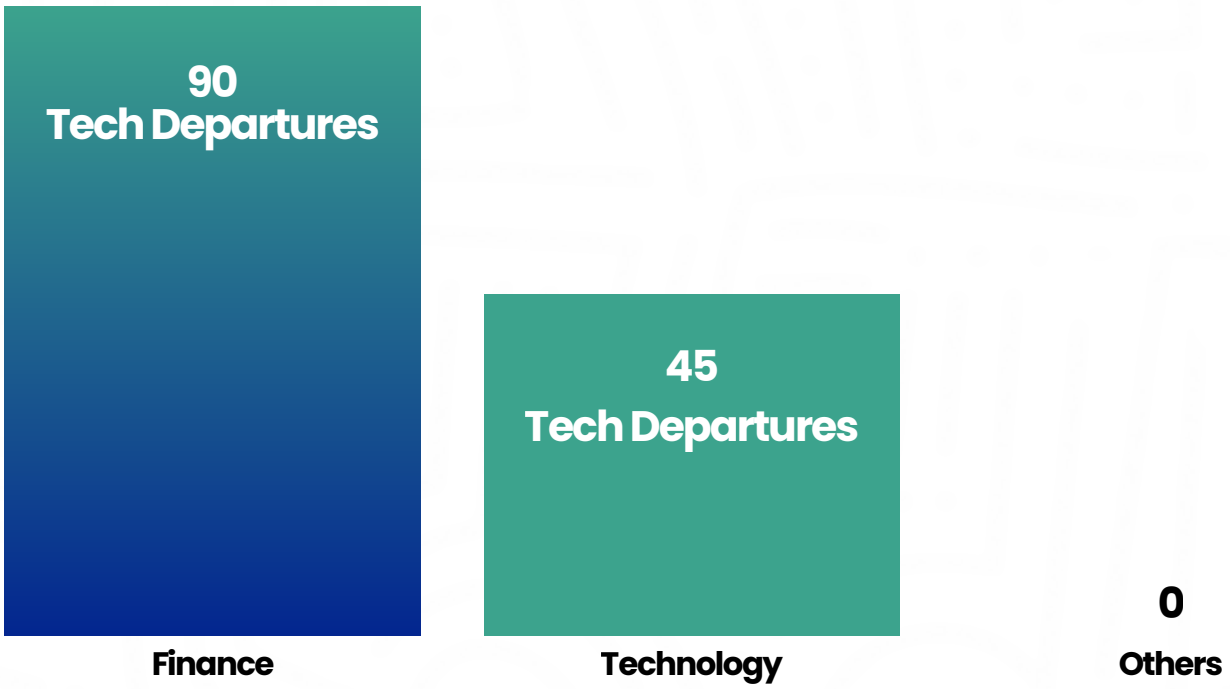


Estimated Tech Workforce Attrition

At the industry level, attrition is most pronounced within Finance and Technology. The Finance sector reports an estimated 90 tech departures, underscoring the competitive nature of digital hiring in financial services.

The Technology industry follows with 45, reflecting continuous movement among firms competing for similar skill sets. Other industries record little to no attrition, likely due to smaller tech workforces or slower digital adoption.

Estimated Tech Attrition by Industry Size



Together, these findings suggest that attrition within Nigeria's tech workforce is both structural and cyclical.

High-growth sectors face persistent turnover pressure, while traditional industries may struggle to attract the same level of tech expertise.

Addressing these patterns requires strategic workforce planning and stronger talent development pipelines to sustain organizational performance amid ongoing mobility.

Key Findings on Attrition

3. Primary Drivers of Attrition

The survey findings reveal that compensation and flexibility remain the dominant forces shaping tech talent movement across organizations.

A significant 66 percent of respondents identified better offers elsewhere as the leading cause of attrition, emphasizing the intensity of salary-driven competition within Nigeria's evolving digital economy.

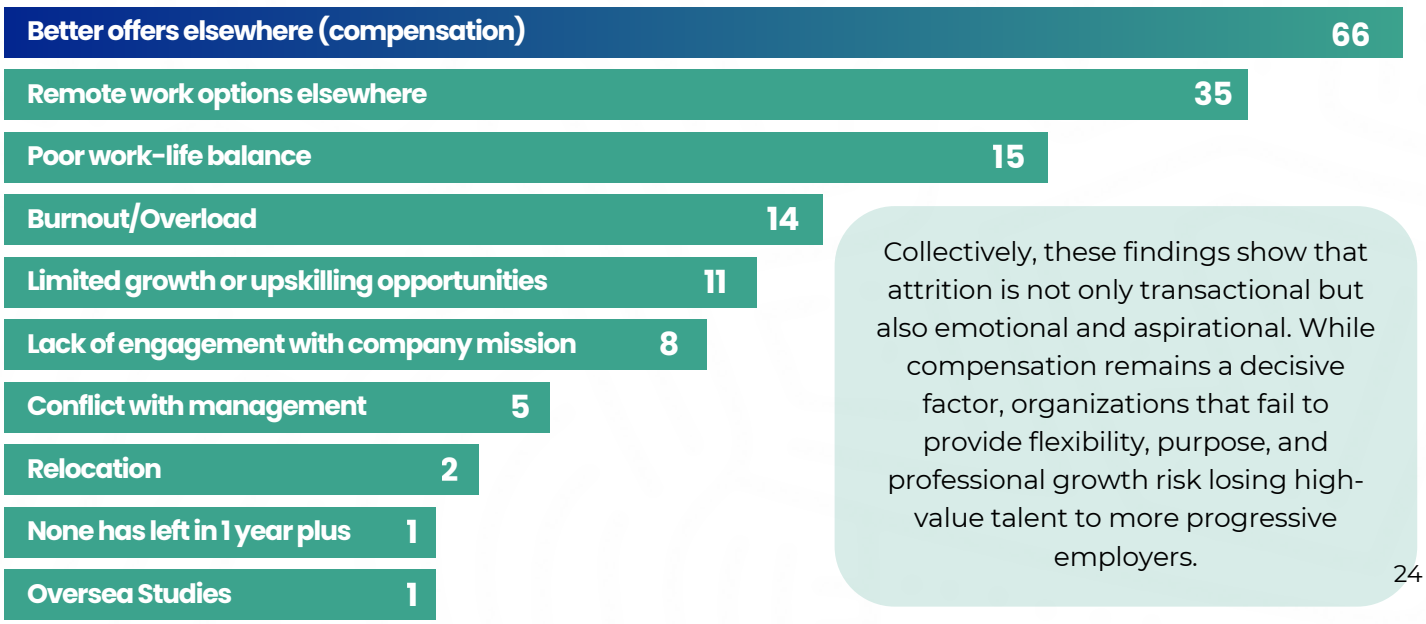
Beyond pay, remote work opportunities elsewhere at 35 percent emerged as the second most cited factor, underscoring the continued influence of work flexibility on retention.

This reflects a workforce increasingly seeking autonomy, geographic freedom, and better work-life integration, which are now viewed as standard expectations in many global tech ecosystems.

Other contributing factors include poor work-life balance at 15 percent, burnout or overload at 14 percent, and limited growth or upskilling opportunities at 11 percent, all of which highlight the influence of organizational culture and career development on employee decisions.

Less frequent but notable reasons include lack of engagement with company mission at 8 percent, conflict with management at 5 percent, and personal relocation or overseas studies at 3 percent.

Top Reasons Why Tech Staff Leave by No. of Respondents



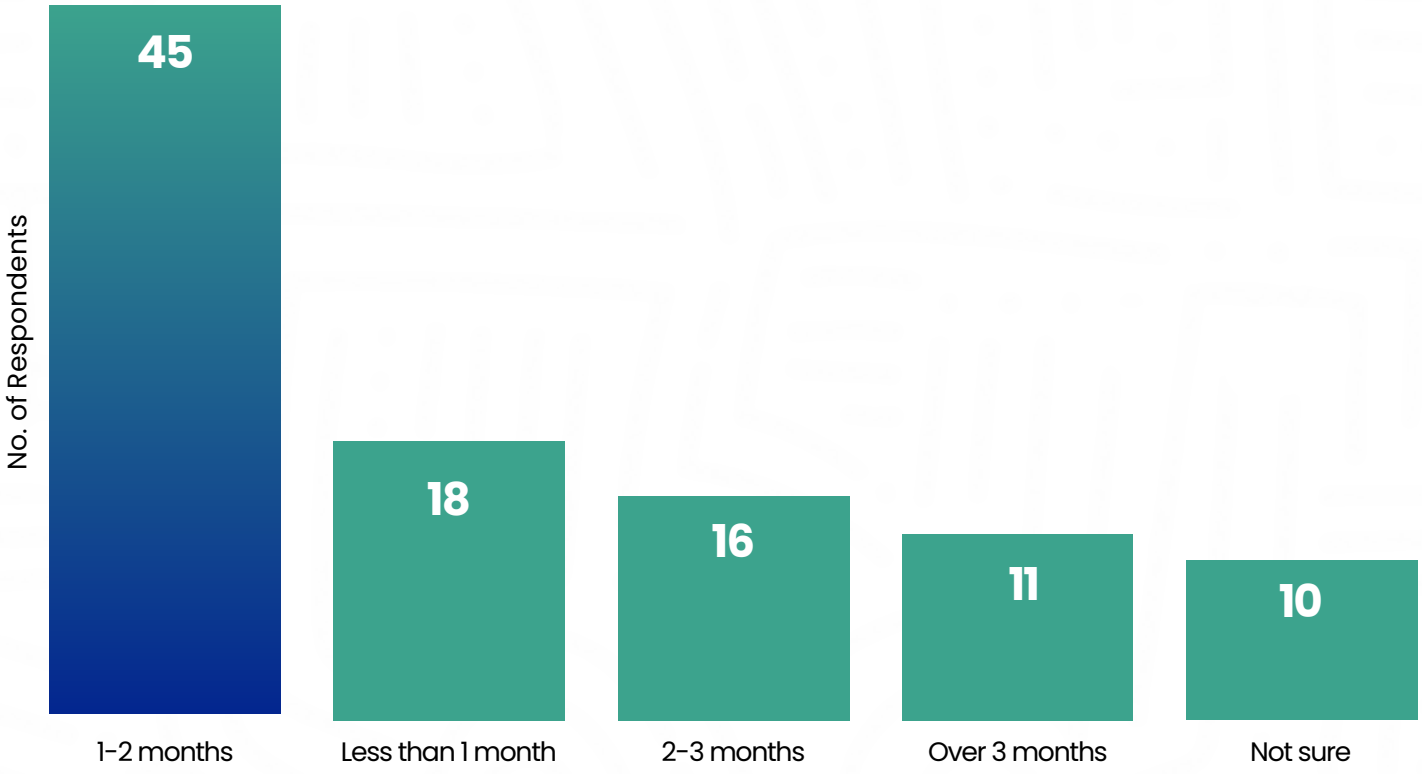
Collectively, these findings show that attrition is not only transactional but also emotional and aspirational. While compensation remains a decisive factor, organizations that fail to provide flexibility, purpose, and professional growth risk losing high-value talent to more progressive employers.

Key Findings on Hiring

4. Hiring Challenges

The findings reveal that organizations are facing ongoing challenges in replacing tech talent efficiently. Across all respondents, the average time-to-fill a vacated tech role is approximately two months, signaling moderate responsiveness but also highlighting inefficiencies in recruitment pipelines and candidate availability.

Average Time-to-Fill Vacant Tech Roles by No. of Respondents



Key Findings on Hiring

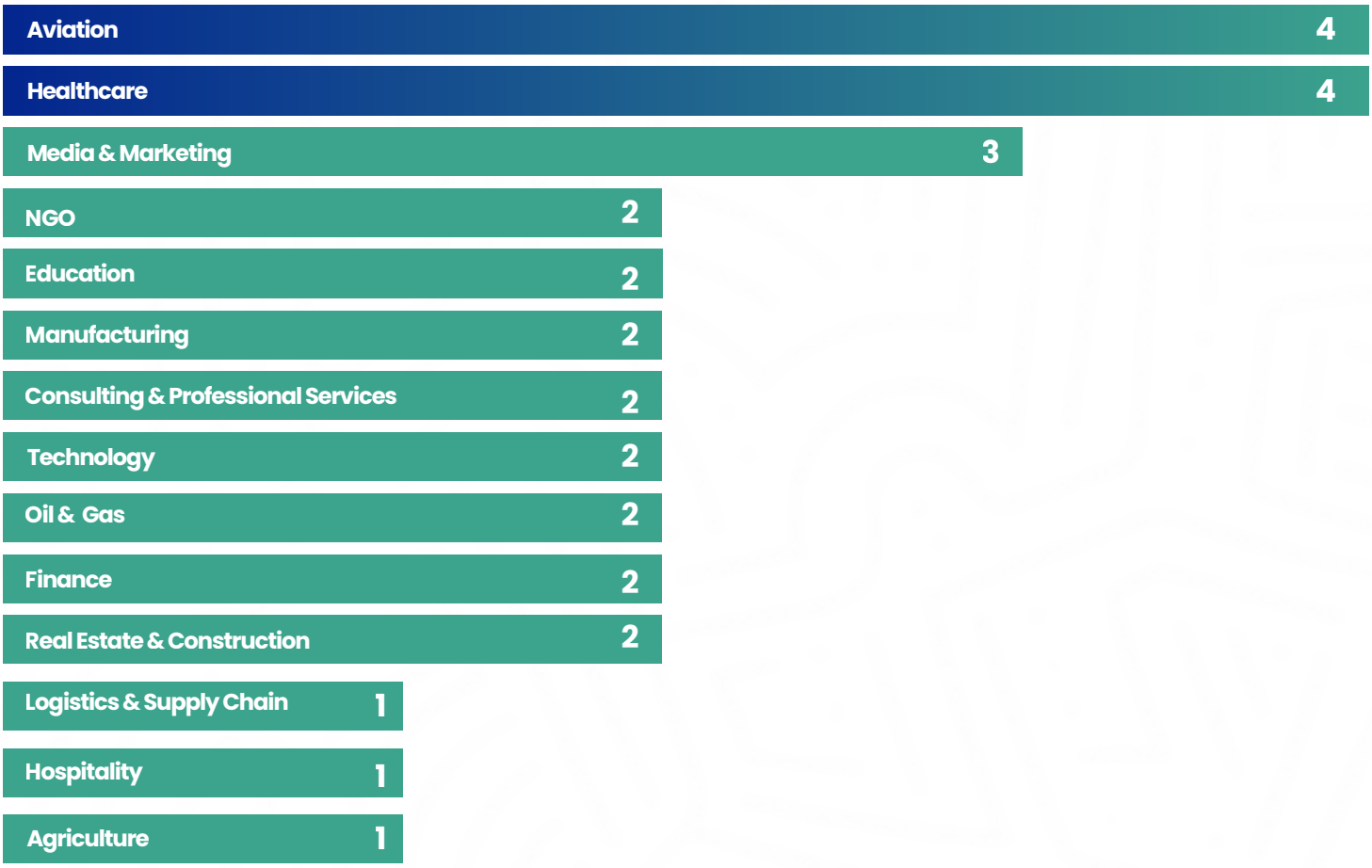
Time-to-Fill by Industry

Industry-level estimates show wide variation in hiring timelines. Aviation and Healthcare record the longest replacement periods, averaging four months, followed by Media and Marketing at three months.

Sectors such as Finance, Technology, Manufacturing, Consulting, Education, Oil and Gas, Energy, and Real Estate each report an average of two months, reflecting a balance between hiring urgency and the availability of qualified professionals.

In contrast, industries such as Logistics, Agriculture, and Hospitality report the shortest average hiring time of one month, possibly due to smaller tech teams or less specialised skill requirements.

Average Time-to-Fill Vacant Tech Roles by Industry (in months)



Key Findings on Hiring

Time-to-Fill by Company Size

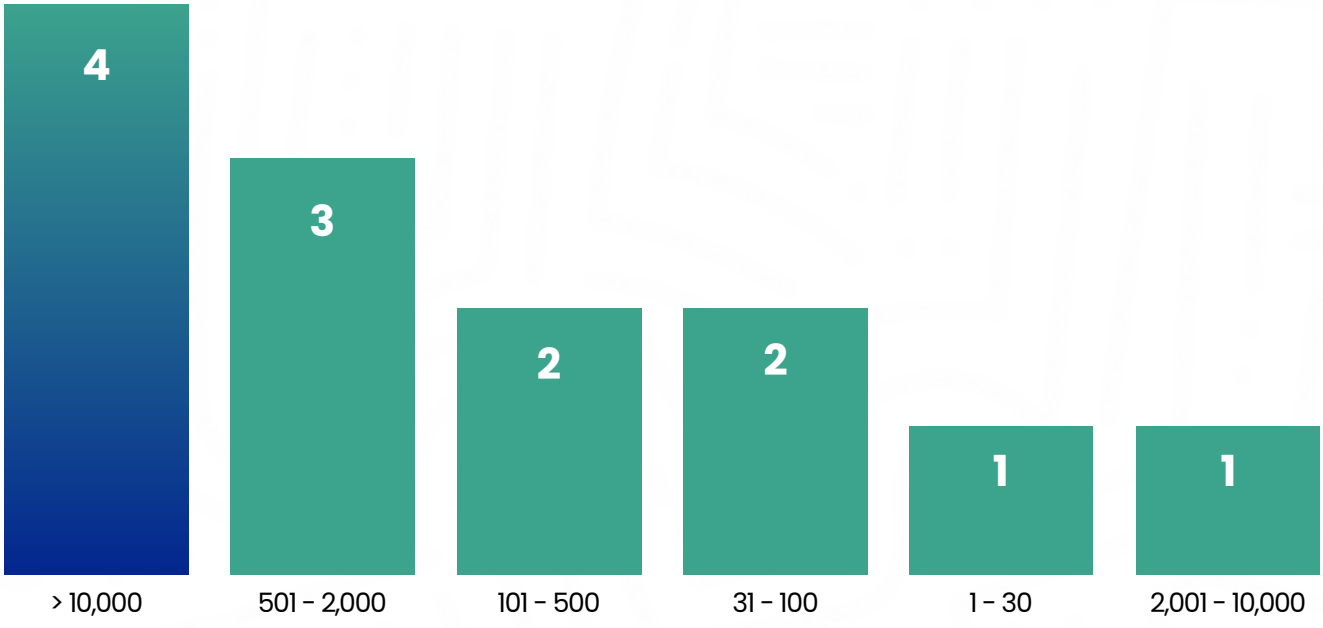
When examined by organization size, the data indicates that larger companies face longer hiring cycles.

Enterprises with workforces above 10,000 employees report an average replacement time of four months, while those in the 501 to 2,000 employee range average three months.

Smaller companies with fewer than 100 employees fill roles faster, typically within one to two months.

This pattern suggests that larger organizations may encounter more complex approval processes, higher technical demands, or stricter skill-matching criteria, while smaller firms often operate with greater agility in decision-making and onboarding.

Average Time-to-Fill Vacant Tech Roles by Company Size (in months)



Extended hiring periods amplify the cost and operational impact of attrition. Every additional month without a critical tech professional increases workload for existing teams and delays key projects.

Mixed Insights & Segment Analysis

The survey findings reveal nuanced patterns of tech workforce behaviour across company sizes, industries, and operational contexts. While the overall narrative points to a competitive and mobile workforce, the intensity and implications of attrition vary widely between organisations.

1. Attrition Patterns Differ Across Company Sizes

Larger enterprises record higher absolute attrition volumes, particularly within mid-level and senior technical roles. In contrast, smaller firms experience lower exit counts but greater operational disruption when a single technical employee leaves.

This suggests that smaller firms are structurally more vulnerable to workforce movement due to their lean team composition.

2. Industry Context Shapes Workforce Stability

Finance and Technology sectors report the highest attrition, with estimated departures of 90 and 45, respectively, within six months. These sectors face constant poaching pressure and intense demand for digital talent, particularly in software development, data analytics, and product management.

Traditional sectors such as Manufacturing, Logistics, and Oil and Gas record lower attrition, reflecting smaller tech teams and slower digital integration.

Mixed Insights & Segment Analysis

3. Awareness Does Not Equal Action

While 92% of organisations rated their tech teams as important or extremely important to business success, only a few have formal strategies for retention, internal mobility, or knowledge transfer.

This highlights a disconnect between recognising the importance of tech roles and actively safeguarding the talent behind them.

4. Implication for Organisations

Tech workforce volatility now shapes how Nigerian organisations operate. Smaller firms experience immediate disruption when key technical staff leave, while larger companies face long replacement cycles that slow innovation and weaken institutional knowledge. These gaps affect productivity, digital delivery, and overall business performance.

To stay competitive, organisations must treat tech talent management as a strategic priority. Retention and development approaches should reflect company size, industry demands, and digital maturity.

Drivers & Trend Analysis

The analysis identifies recurring forces behind tech workforce movement and emerging trends that will shape future retention strategies. The data shows that while external opportunities drive many exits, internal organisational factors continue to influence long-term engagement and loyalty.

Compensation and Flexibility Remain Decisive

Better offers elsewhere, cited by 66% of respondents, remain the primary reason for tech staff exits. Remote work opportunities elsewhere, reported by 35%, reinforce flexibility as a major decision factor in employee movement.

Cultural and Developmental Factors Matter

Poor work-life balance, burnout, and limited career growth opportunities account for a significant share of attrition. These internal challenges reflect leadership and workload issues that organisations can control.

A culture of continuous learning and recognition can counter disengagement and sustain morale.

Drivers & Trend Analysis

Industry Trends Show Shifting Talent Dynamics

The highest mobility is observed in the Finance and Technology sectors, where digital operations depend heavily on technical expertise. As more industries adopt data-driven systems, similar attrition patterns are expected to spread to sectors such as Education, Healthcare, and Consulting.

Long-Term Trend Implications

Workforce mobility has become a structural element of the digital economy. Organisations must embrace predictive HR analytics, flexible talent pipelines, and continuous employee engagement to mitigate risks and maintain operational stability.

Business & Industry Impact

The implications of tech attrition extend far beyond HR metrics, shaping the short-term stability, mid-term competitiveness, and long-term resilience of organizations navigating digital transformation.

SHORT-TERM IMPACT

Operational Strain and Delays

Attrition creates immediate disruptions in workflow and project delivery. With an average time-to-fill of 2 months, and more than a third of organisations exceeding three months, vacancies in key technical roles slow product development, delay innovation, and inflate operational costs.

Smaller firms are disproportionately affected, as each departure strains multiple functions simultaneously.

Business & Industry Impact

MID-TERM IMPACT

Escalating Costs and Talent Gaps

Persistent turnover leads to cumulative financial losses through repeated hiring cycles, onboarding inefficiencies, and stalled initiatives. The Finance, Technology, and Manufacturing industries experience the highest exposure due to their heavy reliance on digital operations.

Extended recruitment timelines erode institutional knowledge and create persistent skill shortages, weakening organisational performance.

LONG-TERM IMPACT

Vulnerability and Competitive Decline

Over time, high attrition undermines innovation capacity and limits the ability to scale digital transformation. Organisations that fail to embed retention and workforce analytics into business strategy risk falling behind more agile competitors.

Sustained turnover in critical roles also weakens organisational culture, reducing engagement and long-term loyalty among remaining employees.

Managing the tech workforce is now a defining factor of business success. Organisations that invest in predictive HR analytics, flexible work structures, and continuous employee development will build greater resilience, accelerate innovation, and maintain a durable competitive edge in Nigeria's evolving digital economy.

Recommendations

The survey highlights that technology roles are vital yet increasingly hard to retain. With tech professionals making up about 28.2% of the workforce and facing high attrition rates, organisations must act strategically to strengthen retention, growth, and workforce planning efforts.

1

Strengthen the Employee Value Proposition

Better offers elsewhere were identified by 66 percent of respondents as the primary driver of attrition, followed by the lure of remote work opportunities.

This indicates that compensation alone is no longer sufficient to sustain engagement. Organisations should focus on building an authentic employee value proposition that emphasises career growth, inclusion, purpose, and flexibility.

Clearly defined growth pathways and visible leadership commitment to employee well-being will improve long-term retention.

Recommendations

Invest in Continuous Learning and Internal Mobility

2

Limited growth opportunities and burnout were cited among the top reasons for exit. Structured upskilling programs, mentorship systems, and internal career mobility options can help retain ambitious tech professionals who seek challenge and progression.

Encouraging movement across projects or business units helps build engagement while reducing attrition pressure.

3

Shorten Time-to-Fill and Improve Hiring Agility

The survey revealed an average time-to-fill of 2 months, with over a third of organisations requiring more than three months to replace departing staff. These delays highlight inefficiencies in recruitment pipelines.

Organisations should streamline hiring processes, leverage data analytics for predictive workforce planning, and cultivate active talent pools to minimise downtime between departures and replacements.

Recommendations

Tailor Retention Strategies by Company Size and Industry

4

Findings show that smaller organisations, particularly those with fewer than 30 employees, have higher tech workforce concentrations, making each departure more disruptive.

Larger enterprises, while less tech-intensive proportionally, face longer hiring cycles and larger attrition volumes.

Retention strategies must therefore reflect organisational context: smaller firms should emphasise personalised engagement, while larger firms should prioritise internal mobility and well-being programs to counter burnout and disengagement.

5

Institutionalise Workforce Analytics and Strategic HR Planning

Attrition analysis across industries showed the highest turnover in Finance and Technology, with the Finance sector alone accounting for an estimated 90 tech departures within six months.

To manage such volatility, organisations should strengthen their HR analytics capabilities to monitor workforce trends, forecast skill shortages, and design timely interventions.

Continuous intelligence gathering will allow HR teams to shift from reactive recruitment to proactive talent management.

Foster Collaboration Between Technical and Business Teams

6

The survey revealed that 92% of respondents rated their tech teams as important or extremely important to business operations, with an overall average rating of 4.51 out of 5.

Encouraging collaboration between technical and non-technical teams helps align purpose, build mutual understanding, and reinforce the strategic importance of tech roles within the business.

Conclusion

The findings show that technology professionals have become central to business performance across Nigeria, yet they remain the most mobile and competitive segment of the workforce. Attrition is concentrated in essential technical and product roles, influenced by better offers elsewhere, limited career progression, and rising burnout levels.

Although the average time-to-fill for vacated positions stands at about 2 months, many organizations continue to face prolonged hiring cycles, especially within the Finance and Technology sectors where demand for digital skills is highest. Smaller firms feel the loss of even a few technical staff more acutely, while larger organizations contend with complex recruitment and onboarding processes.

With tech roles forming an estimated 28.2 percent of total workforce compositions, digital capability now defines how effectively organizations innovate and compete. However, uneven adoption across industries points to the need for stronger investment in skill development, engagement, and long-term retention strategies.

Sustaining Nigeria's digital growth will depend on how intentionally organizations nurture, empower, and retain the talent driving their transformation.

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