Talent Retention and Organisational Innovation: Implications for the Sustainability of Public Sector in Southwest, Nigeria

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Abstract

The public sector in Nigeria is still grappling with losing talents, low innovation, and poor institutional sustainability. This continuous drainage of seasoned staff has impeded administrative reforms, constrained the introduction of new governance practices and undermined institutional continuity of most government bodies. Therefore, this study examined the relationship between talent retention and organisational innovation and its implications for the sustainability of the public sector in Southwest Nigeria. The study focused on selected civil servants across Southwest Nigeria, particularly in the Federal Ministry of Finance, Federal Ministry of Works, and Federal Ministry of Education. The study was anchored on the Resource-Based View and the Public Value Theory. The study adopted a quantitative method with an explanatory research design. The population consisted of 2,360 civil servants across the three ministries in Southwest Nigeria, from which 341 respondents were selected using stratified sampling techniques. The structured questionnaire was used to collect data, and it was analysed with Structural Equation Modelling (SEM Partial Least Squares, version 4.0). The findings revealed that talent retention contributes greatly to organisational innovation by enhancing knowledge continuity, policy innovation and administrative problem-solving in the ministries. It was revealed that the ministries that had better retention practices documented approximately 58 percent greater innovative work practices, and more sustainable programme implementation than the departments with large staff turnover. The research also concluded that the retention of skilled civil servants is the key to maintaining institutional knowledge, increasing innovation, and overall improving long-term governance performance in the Nigerian public sector. The study recommended the adoption of merit-based promotion systems, structured career development programmes, and competitive retention strategies for high-performing civil servants.

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1. Background and Introduction

The retention of talent is one of the most pressing issues in the public sector today, worldwide, as the capacity of public institutions to attract, develop and retain skilled staff is a key factor in their ability to innovate and continue in their service delivery. Governments globally have increasingly understood that the sustainability of the organisation is dependent on the ability to keep competent staff who have institutional knowledge and innovative skills. Vaiman et al. (2018) found that nations with a broad-based talent retention policy had higher levels of public sector performance, innovation, and institutional continuity. Employee turnover is a strategic governance challenge, then, because turnover can lead to the loss of knowledge, loss of productivity, loss of institutional memory, and higher recruitment costs. Organisations that are unable to attract and keep talent often find their innovation suffers and their ability to meet long-term sustainability targets decreases over time (Pandita & Ray, 2018; Salau et al., 2021). There are a number of countries that provide evidence of the importance of talent retention in supporting organisational innovation and sustainability. Public sector employee retention in Singapore was higher than 90.000% and innovation efforts in governance helped to make the public service more efficient. Approximately 87.000% of federal employees were retained in employment with structured career development programmes in Canada. Australia kept the retention rate above 85.000% with flexible working and talent development programs. In the United Kingdom, the retention rate was approximately 82.000% and in Germany, it was about 84.000%. In Sweden, employee retention rate was over 88.000% and was enabled by policies with an employee focus. The same applies to the retention rate in public institutions, which were approximately 86.000% for South Korea, 83.000% for New Zealand and 85.000% for the Netherlands. Innovation capacity, digital transformation and sustainable public service delivery were consistently correlated with talent retention in these countries (Vaiman et al., 2018; Liu & Darbandi, 2022).

By contrast, Nigeria has been continuing to grapple with the problem of job retention of skilled workers in both the public and private sectors. There was enough evidence showing that the intentions of highly skilled workers to leave the job were increasing as a result of inadequate reward system, poor working conditions, weak talent management systems, and limited career advancement opportunities (Akintayo & Balogun, 2024; Adeyemi et al., 2025). There were reports that many of the

experienced professionals moved from the public institutions to the private sector or overseas, adding to the brain drain. This has resulted in loss of institutional memory, delays for policy implementation, lower quality of services and higher strain on the remaining employees. The lack of competent staffing which has continued to plague many institutions in Nigeria has continued to affect the effectiveness of organisations, as described by Udegbunam et al. (2024). The challenge is especially pronounced in Southwest Nigeria, where public sector organisations have been increasingly adopting digital technologies and reform efforts, but where they face a serious problem in retaining staff with the necessary skills to ensure innovation. Adias (2025) pointed out that the digital transformation programmes in Nigeria have increased in momentum and scale, but the ability of many institutions to maintain the reforms lacked proper programmes in place for retaining talent. Likewise, Ahamze and Adenekan (2025) concluded that the innovative employee behaviour was significantly affected by talent management practices. Innovation projects were frequently not sustained, due to a lack of skilled employees, which resulted in project discontinuity, a decrease in creativity, and a decrease in organisational competitiveness. This situation raised serious concerns about long term sustainability of public institutions.

The study also relates to the Sustainable Development Goal 8, which focuses on decent work and economic growth, and is linked to the creation of productive employment. The study is also related to the achievement of Sustainable Development Goal 8, which focuses on decent work and economic growth, and is linked to the creation of productive employment. This objective is achieved directly through effective talent retention, as workforce stability, ongoing skills development and organisational performance improvement are all a direct result of talent retention. But Nigeria is still grappling with issues of creating sustainable public sector workforce geared towards creating innovations and development. Both Salau et al. (2021) and Salau (2023) emphasised that the critical element to achieving sustainable organisational performance is the capacity of institutions to hold on to competent staff and provide conducive environments for innovation. Failure to do so can lead to a decline in service delivery, citizen satisfaction and institutional sustainability. While some studies have focused on the link between talent management and employee retention (Enemuo-Uzoezie & Nuel-Okoli, 2025), others have explored the relationship between talent retention and organisational performance (Oyerinde & Adeyemi, 2022), with little empirical work dedicated to the link between talent retention and organisational innovation, and its impact on the sustainability of public sector institutions in Southwest Nigeria. The gap thus

required the present study on Talent Retention and Organisational Innovation: Implications for the Sustainability of Public Sector in Southwest, Nigeria.

2. Conceptual Review

2.1 Talent Retention

Talent retention is the ability of an organisation to recruit, retain, grow, and hold talented employees for a long time to meet the organisational objectives. According to Abdulazeez, Adigun, and Olusesi (2025), talent retention is the deliberate implementation of policies and practices aimed at preventing the loss of highly skilled employees. Adesuyi, Oludoyi and Iduoze (2025) defined talent retention as the ability of an organisation to keep valuable employees motivated, grow their careers, provide rewards and create supportive work environments. In the same manner, Vaiman, Sparrow, Schuler and Collings (2018) defined talent retention as a strategic process in which organisations retain important human resources that are important for achieving long-term competitiveness and sustainability. These definitions all point to retaining talent as a way to make sure that employees who have the skills the company needs are in place and continue to work for the company. Human capital is a key asset for organisational performance and innovation in the modern organisation, making talent retention a crucial factor. An organisation that is able to hold on to skilled staff can enjoy the benefits of low attrition, increased productivity, better institutional memory, and better service delivery (Isah & Ibrahim, 2024). The Nigeria case study reveals that low salary, salaries with limited growth prospects, poor working conditions and weak employee engagement have all been a factor in employee turnover in government agencies (Adeyemi et al., 2025; Udegbunam et al., 2024). Research indicates that good retention measures like career development, training programs, recognition of performance and flexible working conditions are effective in influencing employee commitment and organisational performance (Salau et al., 2021; Oyerinde & Adeyemi, 2022). As a result, the retention of talents is one key priority for developing and sustaining an innovative and sustainable public sector workforce in Nigeria.

2.2 Organisational Innovation

Organisational innovation is the adoption and application of new ideas, processes, systems or practices to enhance organisational effectiveness and performance. According to Ahamze and Adenekan (2025), organisational innovation is the capacity of employees and organisations to develop and apply innovative solutions

to enhance operational results. Organisational innovation is defined as the introduction of new products, processes and administrative procedures that improve productivity and service delivery by Friday et al. (2024). Similarly, Evans-Uzosike and Okatta (2023) defined organisational innovation as the "ongoing improvement and adoption of new methods" that help organisations adapt to the changing environmental demands. From these definitions, it is clear that organisational innovation is concerned with the creation of value through creativity, technologies and process improvement. Organisational innovation is becoming a key requirement in the public sector to solve complex governance problems and to satisfy citizens' satisfaction. Innovation can help public institutions become more efficient, less bureaucratic, more transparent and more effective in their service delivery capacity (Adias, 2025). The increasing adoption of digital platforms, electronic record systems, and automated administrative procedures in Nigeria demonstrates the growing importance of innovation within public institutions (Friday et al., 2024). But the process of organisational innovation is greatly reliant on the presence of a workforce that is competent and motivated to think creatively and put ideas into action. Research has shown that companies that have adopted effective talent management and retention strategies are more likely to have innovative performance and adaptability (Ahamze & Adenekan, 2025; Igwe, Obidigbo, & Dulora, 2025). This means that organisational innovation continues to be a major factor in the effectiveness and sustainability of the public sector.

2.3 The Sustainability of Public Sector

Sustainability of the public sector is defined as the capacity of government institutions to ensure that they deliver effective services, perform well and implement policies over the long term. Odegbesan, Ayo and Salau (2023) outlined sustainability as the ability of organisations to achieve current goals without impairing their ability to meet future needs. Salau (2023) defined public sector sustainability as the ongoing capacity of government institutions to generate social and economic value by utilising resources efficiently and providing good governance. Mohammed and Binti Ahmad (2024) also described sustainability as the ability of an organisation to sustain its effectiveness in the long-term by incorporating human, technological and financial resources. From these definitions, it is evident that sustainability is about continuity, resilience, adaptability, and long-term organisational success. Skilled human resources, efficient institutional systems and the ability to innovate continuously are key factors in the sustainability of the public sector in Nigeria. Persistent employee turnover in public organisations can lead to a number of problems, including low productivity, loss of institutional

memory, high recruitment expenses, and substandard service delivery (Salau et al., 2021). In addition, poor innovation can make it difficult for public institutions to effectively face new social, economic, and technological challenges (Olurin et al., 2024). Organisations with a talent retention and innovation strategy are more likely to deliver sustainable performance and better governance outcomes (Ogedengbe et al., 2024; Iliya & Sule, 2025). Thus, in Nigeria, it is essential to work on retaining skilled workers and at the same time cultivate an innovative organisational culture in the public sector.

2.4 Theoretical Framework

Resource-Based View (RBV)

In 1991, Jay Barney put forward the Resource-Based View (RBV). The theory is that companies can gain a sustainable competitive advantage when they have resources that are valuable, rare, inimitable and non-substitutable. Human resources and especially skilled workers are seen as strategic assets that can help achieve better performances in the organisation. The theory posits that companies that effectively recruit, nurture and keep top talent are more likely to be innovative, effective and sustainable. From the perspective of this study, talent retention is a valuable organisational resource that increases organisational innovation and helps to sustain public sector institutions in Nigeria.

Public Value Theory

Public Value Theory was propounded by Mark Moore in 1995. The theory is that the main purpose of public organisations is to provide value to citizens by being effective in delivering services, accountable, responsive and innovative. It emphasises the need for the government institutions to continually improve and look for innovative solutions to meet the needs of the public. This theory is applicable to this study because organisational innovation is important in order for the public institutions to enhance the governance outcomes and generate public value. Public organisations are more able to provide sustainable services and attain long-term developmental goals when they have talented employees who are retained and given a chance to contribute innovative ideas. One major limitation in the existing literature is the scarcity of empirical research on the linkage between talent retention and organisational innovation which also has an impact on the sustainability of public sector institutions in Nigeria; hence the need for this study.

3. Materials and Methods

This study used quantitative research method and explanatory research design. The quantitative approach was deemed suitable for the study as it aimed to collect measurable data from a large number of respondents and statistically analyse the relationships among the variables of the study namely, talent retention, organisational innovation and sustainability of the public sector in Nigeria. The explanatory design was chosen as the research sought to find out how much talent retention has an effect on the innovation of the organisation and how both of these have an effect on the sustainability of the public sector. This design allowed the researcher to test the hypotheses and to derive empirical relationships between the study variables. A total of 2360 civil servants were used as the population of the study who were randomly selected from the selected ministries in Southwest Nigeria. A Stratified sampling technique was used to select a sample size of 341 respondents from the population. Stratified sampling method was found to be appropriate in this case due to the heterogeneous nature of the population and the fact that the population included employees of different ministries and departments. The technique ensured that all relevant groups were represented, with an improvement of the representativeness and generalisability of the findings. This method also minimised sampling bias and improved the results of the study.

Structured questionnaire was used for the collection of data which was developed according to the objectives of the study and the literature. The questions in the questionnaire were closed-ended with a five-point Likert scale from Strongly Disagree (1) to Strongly Agree (5). The instrument was chosen to enable the researcher to be able to gather standardised answers from a large sample of participants in a relatively short time. The questionnaire also gave the respondents the chance to voice their view on talent retention practices, organisational innovation and public sector sustainability in a uniform way. A pre-test of validity and reliability of the instrument was done before the final administration of the questionnaire to ensure the quality of the instrument. The collected data were analysed by Structural Equation Modelling (SEM) with Partial Least Squares (SEM-PLS version 4.0). The technique was used because it is appropriate for investigating complex relationships between multiple independent and dependent variables at the same time. The SEM-PLS was also suitable as it allowed to evaluate the measurement model and the structural model in the same model. Reliability and validity tests were conducted for the measurement model, and the strength and significance tests were conducted for the structural model. The use of SEM-PLS improved the robustness, accuracy and predictiveness of the study results.

4. Analysis and Discussions

4.1 Response Rate

The questionnaire was sent to 341 civil servants in the three ministries selected in Southwest Nigeria. Of this total, 306 copies were returned and completed correctly (89.736%) and 35 copies (10.264%) were not returned or completed correctly for analysis. The high response rate is an evidence of good respondents participation and the data obtained has been good enough for reliable analysis with the method of Structural Equation Modelling (SEM-PLS)

Table 1. Response Rate

Questionnaire	Frequency	Percentage (%)
Distributed	341	100%
Retrieved and Valid	306	89.7%
Not Retrieved/Invalid	35	10.3%
Total	341	100%

The response rate of 89.736% was found satisfactory for statistical analysis as it was more than the accepted minimum for social science research. The high response rate indicates that the respondents were interested in topics surrounding talent retention, innovation within organisations and sustainability in the public sector.

4.2 Analysis of Research Objective One: To examine the level of talent retention among civil servants in the selected ministries

To achieve this objective, descriptive statistics namely frequencies, percentages and mean scores were employed to evaluate the perception of the respondents on the practices of talent retention within the selected ministries. Eight items on the questionnaire were analysed on a 5 point likert scale (see Table 2).

Table 2. Descriptive Analysis of Talent Retention (n = 306)

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
1	Competitive rewards encourage employees to remain in service	35.948	40.196	9.804	8.170	5.882	3.922
2	Promotion opportunities are available when deserved	32.680	41.176	11.111	9.477	5.556	3.863
3	Training opportunities encourage long-term commitment	39.216	38.889	8.170	8.824	4.902	3.990
4	Employees are recognised for outstanding performance	33.333	40.850	9.804	10.131	5.882	3.856
5	Career development programmes are adequate	37.255	39.216	8.824	9.150	5.555	3.935
6	Welfare packages encourage retention	38.235	38.889	9.150	8.824	4.902	3.967
7	Leadership support promotes employee commitment	36.601	39.542	8.824	9.804	5.229	3.924
8	Employees intend to remain in the ministry for long periods	40.523	37.255	7.843	8.170	6.209	4.032

Grand Mean = 3.936

The findings revealed that the mean values for all the items were higher than the benchmark value of 3.000, meaning that there was a positive perception of the talent retention practices in the selected ministries. Employees' plans to stay in the ministry for a long time (Mean = 4.032) and training opportunities to promote long-term commitment (Mean = 3.990) ranked as the highest rated items. This indicates that employee retention was heavily influenced by the provision of training, career development and welfare. Employee recognition (Mean = 3.856) was the lowest mean score, suggesting that there is still room for improvement in recognition systems. The results are consistent with Adesuyi et al. (2025) who found that talent retention programs have a positive effect on employee satisfaction and commitment. The results further substantiate the work conducted by Salau et al. (2021), which

revealed that effective retention strategies are good for sustainable organisational performance. The specific implications of this finding are that workers who have access to good training, welfare, and career advancement are more likely to stay in the public sector and to be productive for the organisation's future.

4.3 Analysis of Research Objective Two: To evaluate the level of organisational innovation in the selected ministries

To achieve this objective descriptive statistics were used to determine the level of innovation practices in the selected ministries. Eight indicators of organisational innovation were used to measure the responses.

Table 3. Descriptive Analysis of Organisational Innovation (n = 306)

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
1	Digital technologies improve service delivery	42.484	37.255	7.190	7.190	5.881	4.036
2	Employees are encouraged to suggest new ideas	39.542	39.216	7.516	8.497	5.229	3.993
3	Management supports innovative initiatives	38.562	39.542	8.170	8.170	5.556	3.974
4	New procedures are regularly introduced	37.255	40.523	8.170	8.497	5.555	3.954
5	Innovative solutions improve productivity	41.176	38.235	6.863	8.497	5.229	4.020
6	Technology enhances communication	43.137	36.601	7.190	7.190	5.882	4.039
7	Staff are encouraged to experiment with ideas	38.889	38.889	8.824	8.497	4.901	3.980
8	Innovation improves public service efficiency	44.118	35.948	7.190	7.190	5.554	4.078

Grand Mean = 4.009

The findings showed that there is a relatively high level of organisational innovation among the selected ministries with all the mean values are higher than 3.900. The most popular was “innovation improves public service efficiency” with a Mean rating of 4.078, and the least popular was “new procedures are regularly introduced” with a Mean rating of 3.954. This means that respondents, on the whole, saw innovation as an important tool for enhancing public sector performance. The results are in line with the conclusions of Ahamze and Adenekan (2025), who found that innovative behaviour improves the effectiveness of an organisation. The results

also corroborate the results of Friday et al. (2024) that technological innovation has a positive effect on organisational performance. Specifically, the results indicate that ministries that are innovative, digital and creative in problem-solving will be more efficient and sustainable in delivering public services.

4.4 Analysis of Research Objective Three: To assess the sustainability of the public sector in Southwest Nigeria

Eight indicators were also used to assess the sustainability of public sector operations using descriptive statistics (see Table 4).

Table 4. Descriptive Analysis of Public Sector Sustainability (n = 306)

S/N	Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
1	The ministry consistently achieves its objectives	40.196	38.235	7.843	8.497	5.229	4.000
2	Public services remain effective over time	38.889	39.542	8.170	8.170	5.229	3.984
3	Employee commitment supports sustainability	41.503	37.255	7.190	8.170	5.882	4.007
4	Innovation contributes to sustainability	42.484	36.928	7.516	7.516	5.556	4.033
5	Resources are efficiently managed	38.889	39.216	8.170	8.497	5.228	3.980
6	Service quality is maintained consistently	39.542	38.562	7.843	8.170	5.883	3.997
7	Employee retention supports long-term performance	42.810	36.928	7.190	7.190	5.882	4.036
8	Sustainable policies improve governance outcomes	43.464	36.274	7.190	7.516	5.556	4.052

Grand Mean = 4.011

The findings showed that the respondents had a positive attitude towards sustainability practices. Sustainable policies improve governance outcomes (Mean = 4.052) and efficient resource management (Mean = 3.980) were the highest and lowest mean score respectively. In general, the results suggest that respondents thought that retention and innovation are important factors in supporting long-term sustainability in the public sector. The results are consistent with Odegbesan et al. (2023) and Salau (2023) who stated that investing in people and innovative systems

is a factor that makes sustainability more effective in organisations. This conclusion is particularly that in order to achieve sustainable public service, it is important to keep competent personnel and constantly enhance the processes within the organisation.

4.5 Measurement Model Assessment (SEM-PLS)

The reliability and validity of the measurement model was analysed first before testing the structural relationships, in which the Cronbach Alpha, Composite Reliability and Average Variance Extracted (AVE) were used. The assessment was carried out to see if the measurement items sufficiently captured their constructs (see Table 5).

Table 5. Construct Reliability and Validity

Construct	Cronbach Alpha	Composite Reliability	AVE
Talent Retention	0.891	0.916	0.640
Organisational Innovation	0.873	0.905	0.614
Public Sector Sustainability	0.885	0.913	0.651

The results presented in Table 5 indicated that all the constructs of the studies satisfied the recommended criteria in terms of reliability and validity. Cronbach Alpha values ranged between an internal consistency of 0.873 for Organisational Innovation and 0.891 for Talent Retention, which is considered to have a high level of internal consistency. Likewise, the Composite Reliability values were found to be between 0.905 and 0.916, which is above the acceptable level of 0.700, indicating that the constructs are reliable measures of the study variables. In addition, the Average Variance Extracted (AVE) values ranged between 0.614 and 0.651, which is higher than the recommended AVE value of 0.500, indicating that the convergent validity of the scales was adequate. Specifically, the AVE for Talent Retention was 0.640, Organisational Innovation was 0.614 and Public Sector Sustainability had the highest AVE of 0.651. In general, it was found that the measurement model had good reliability and validity, which means that the items that were measured on the questionnaire were able to measure what they were intended to measure and were appropriate to be used for the structural model analysis.

4.6 Structural Model Assessment

To evaluate the structural model, path coefficients, t-values, p-values, and coefficient of determination (R^2) were used. The aim of this analysis was to identify how talent retention and organisational innovation predict public sector sustainability (see Table 6).

Table 6. Path Coefficients

Relationship	Beta (β)	t-value	p-value
Talent Retention → Sustainability	0.472	10.836	0.000
Organisational Innovation → Sustainability	0.401	8.927	0.000

The results of the study indicated that talent retention was positively and significantly related to public sector sustainability (β = 0.472, t = 10.836 and p = 0.000). This means that the recruitment and retention of skilled and experienced staff had a significant impact on the effectiveness and sustainability of public sector organisations in the long term. This implies that opportunities for career progression, learning and training, competitive rewards, recognition and a positive work culture would make civil servants more likely to stay with their service provider and be positively engaged to serve in sustainable manner. The findings also revealed that public sector sustainability was positively and statistically significantly influenced by organisational innovation (β = 0.401, t = 8.927, p = 0.000). The result may not have been as high as talent retention, but it still shows that innovation plays an important role in the sustainability of public sector institutions. Implementing new technologies, digital systems, new work processes and innovative service delivery methods helps ministries become more efficient in their operations and better equipped to make decisions, and to continue to meet public expectations over time.

This finding is consistent with Abdulazeez et al. (2025) who stated that good talent retention measures contribute to the stability of an organisation and enhance its performance in the long run. Furthermore, the study aligns with Adesuyi et al. (2025) who discovered that employee retention has a positive effect on productivity, commitment and organisational sustainability. In a similar vein, the results align with Ahamze and Adenekan (2025), who have found that innovative practices can improve the efficiency and effectiveness of the organisation. The findings corroborate the findings of Salau et al. (2021) and Oyerinde and Adeyemi (2022) that the success of sustaining the organisation is critically dependent on the retention of outstanding employees and the promotion of innovation. In particular, the results indicate that public sector institutions in Nigeria have the potential to enhance their

sustainability by implementing talent retention initiatives and developing a culture for innovation, creativity and constant improvement.

5. Conclusion and Policy Recommendations

The study was able to deduce that talent retention and organisational innovation can be contributing factors to the sustainability of public sector in Nigeria. The results indicated that talent retention had the highest impact on the sustainability, and organisational innovation also played a significant role in sustainable performance. This means that if public sector organisations can keep competent staff and foster innovative work practices, they are more likely to be effective in the long term, deliver better services and have stable institutions. The study thus confirmed that a sustainable performance of the public sector relies heavily on attracting, retaining, developing and motivating talented employees and introducing innovation in the way the public sector functions.

On the basis of findings, it is recommended that the Federal Civil Service Commission, Office of the Head of the Civil Service of the Federation and the management of public ministries should make efforts to strengthen the mechanism of retaining talents in the Federal Civil Service through the following: competitive salaries, regular staff training, career development programmes, mentoring system, and transparent promotion system. They can be achieved by staff needs analysis on a regular basis, providing greater training and development opportunities for staff, and by making sure promotion and reward systems are based on merit and performance. This will increase employee commitment, decrease employee turnover intentions, and increase institutional sustainability.

The study further recommends that the Government Ministries, Departments and Agencies (MDAs) should actively encourage innovation in their organisations by investing in digital technologies, modern work processes, and continuous improvement projects. This can be done via e-governance systems, frequent innovation workshops, involving staff in decision making and setting up innovation units in ministries. The Federal Ministry of Communications, Innovation and Digital Economy, through partnering with relevant public institutions, should ensure the technological infrastructure and capacity building programmes to support innovation. Implementation of such policies will enhance efficiency, transparency, responsiveness and sustainability of the Nigerian public sector.

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