

THE ROLE OF COERCION MITIGATION PRACTICES IN ENHANCING STABILITY IN PUBLIC AND PRIVATE HIGHER EDUCATION INSTITUTIONS IN SOUTHWEST NIGERIA

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Abstract

This study examines the role of talent retention practice, specifically coercion mitigation strategies, in promoting institutional stability in public and private universities in Southwest Nigeria. With increasing faculty turnover rates and dissatisfaction due to inadequate support systems, these universities face significant challenges in sustaining academic quality and continuity. This study utilized a survey research design to accomplish its objectives. The research choice is based on the compatibility between quantitative research and deductive approaches. The study population consisted of academic staff members from selected public (federal or state) and private universities in Southwest Nigeria. The total population for the study is 8,550. Using Taro Yamane sampling formula a sample size of 382 respondents were obtained. Sourced data through this study's administered questionnaire were estimated using descriptive and inferential statistics. Descriptive statistics involved the use of frequency tables to present demographic data of respondents while inferential statistics involved the use of Structural Equation Modeling (SEM) Technique in testing the formulated hypotheses. The analysis result showed that coercion mitigation strategies have a positive significant impact on institutional stability in public and private universities in southwest Nigeria. Hence, it was concluded that talent retention practice has a statically significant impact on institutional stability in public and private universities in southwest Nigeria. It was recommended that universities should refine their recruitment strategies to bolster institutional stability. This includes providing clear advancement opportunities to attract and retain high-quality staff and faculty.

Keywords: Talent, Talent Retention, Coercion Mitigation Strategies

1.1 Introduction

The need for effective talent retention practices in Nigeria's higher education sector is critical to ensuring stability, continuity, and quality education. In the face of significant challenges such as high turnover rates and increasing staff dissatisfaction, talent retention has become a focal point for both public and private universities in Southwest Nigeria. Academic institutions worldwide rely heavily on the expertise and stability of their workforce to sustain programs, build student success, and uphold institutional reputations (Nwagwu, 2021). For Nigeria, where both public and private universities often grapple with limited resources, bureaucratic bottlenecks, and disparities in job satisfaction, the importance of comprehensive retention strategies that can mitigate turnover and foster loyalty among staff cannot be overstated.

One major component of talent retention practices involves *coercion mitigation*, which addresses the factors that can lead to a forced or reluctant decision to leave an

institution, such as poor work-life balance, inadequate support systems, and lack of career development opportunities (Ajayi & Adeniyi, 2020). Coercion mitigation in higher education calls for policies that prioritize the well-being of academic staff, offering flexibility, resources for personal and professional growth, and supportive management to create a favorable work environment. Particularly in public universities, where economic uncertainties and job-related stress are prevalent, these initiatives can reduce the likelihood of staff departure, ultimately promoting stability. Additionally, coercion mitigation supports a culture of collaboration and commitment, fostering an environment where academic staff are more likely to stay and contribute to long-term institutional goals (Alani & Kolade, 2022).

Talent retention practices that combine coercion mitigation strategies can significantly enhance institutional stability within Southwest Nigeria's public and private universities. These practices not only help retain skilled staff but also contribute to creating a stable and conducive academic environment that supports both student and faculty success. By addressing the underlying issues of dissatisfaction and improving recruitment approaches, Nigerian universities can strengthen their positions in an increasingly competitive global educational landscape (Okeke & Anugwom, 2023). Effective talent retention thus serves as a cornerstone for institutional growth, stability, and sustainability in Nigeria's higher education sector.

1.2 Statement of the problem

The challenge of retaining skilled academic staff has become a pressing concern for universities in Southwest Nigeria, both public and private. High turnover rates, driven by factors such as poor working conditions, limited career advancement opportunities, and insufficient compensation, pose a significant threat to the stability and growth of these institutions (Ajayi & Adeniyi, 2020). Public universities, in particular, often face systemic issues such as bureaucratic delays and limited funding, which can hinder efforts to implement competitive talent retention practices. Private universities, while somewhat more flexible, also struggle with establishing long-term retention strategies that balance competitive recruitment with sustainable institutional growth (Edeh & Ojo, 2021). These challenges disrupt the continuity of academic programs and reduce the universities' ability to attract and retain high-caliber staff, ultimately impacting educational quality and institutional reputation.

Another critical issue contributing to the retention problem is the lack of effective coercion mitigation and supportive recruitment strategies tailored to the unique socio-economic environment of Nigeria. Coercion mitigation, which involves reducing forced attrition and addressing issues like burnout and job dissatisfaction, is often insufficiently addressed, leading to high stress and diminished morale among faculty (Nwagwu, 2021). Additionally, recruitment strategies that do not align well with the long-term goals and professional needs of academic staff result in a mismatch between faculty expectations and the institutional realities. This disconnect between institutional practices and faculty needs creates an unstable work environment, making it challenging for universities to build a dedicated, skilled workforce committed to the institution's goals.

The lack of focused research on context-specific retention strategies within Nigerian universities further exacerbates the issue. Most retention studies concentrate on

general practices but fail to address the specific challenges faced by public and private universities in Nigeria's unique socio-economic landscape. The absence of tailored solutions that address both immediate needs, like competitive recruitment, and long-term stability measures, such as professional development and support, limits the effectiveness of current retention practices (Okeke & Anugwom, 2023). Therefore, this study aims to investigate how targeted talent retention practices, particularly in the areas of coercion mitigation and recruitment strategies, can enhance institutional stability and academic continuity in Southwest Nigeria's public and private universities.

The existing literature on talent retention in Nigerian universities reveals notable gaps, particularly in context-specific strategies that cater to both public and private institutions. While studies frequently address general challenges such as high turnover and limited career development, they often overlook the unique socio-cultural and economic factors influencing retention in Southwest Nigeria. Additionally, there is limited research comparing the effectiveness of coercion mitigation and recruitment strategies across public and private universities, which operate under different constraints and opportunities. Empirical studies that explore the nuanced impact of professional development, work-life balance, and targeted recruitment on faculty loyalty and institutional stability are sparse, leaving a need for tailored, evidence-based practices that address the specific needs of Nigeria's diverse higher education landscape.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Talent and Talent Retention

Retention of talented individuals is challenging due to ongoing environmental and demographic shifts. According to Kumar (2022), organisations should incorporate retention factors and employee commitment into their organisational culture. Talent retention is crucial for organisations to have the appropriate individuals with the requisite abilities and skills to implement and achieve business strategies. Talent retention is a critical aspect of business strategy, involving the identification, recognition, management, and retention of skilled individuals. Kumar (2022), in his own opinion said organisations must effectively retain and manage talented employees in order to ensure their survival and growth in all sectors. Lin and Wang (2022), explained that decision-makers have the ability to modify their employment strategies by incorporating different talent retention factors. This may enhance employee commitment and involvement by prioritising the long-term interests of the company during the recruitment process.

In the opinion of Tobon and Luna-Nemecio (2021), talent is a complex concept that has been examined by scholars across different fields, including psychology, management, and economics. Talent is commonly defined as possessing exceptional abilities or the potential for exceptional performance Kumar (2022). Talent is a composite of inherent abilities and acquired skills that are honed through intentional practise and exertion (Ericsson, 2016). This perspective emphasises the significance of environmental factors and the influence of personal experiences in the cultivation of talent. Other researchers have similarly highlighted the significance of motivation and engagement in the process of nurturing talent.

2.1.1.1 Coercion Mitigation Strategy

Research work on Coercive Management Behaviour (CMB) by Doe (2018), is also referred to in scholarly research as bullying or abusive supervision (Tepper et al., 2017). Frowe (2021), argued that coercion is widely recognised as morally problematic, necessitating healthcare professionals to engage in critical reflection and moral justification when considering its use. Globally, healthcare institutions are actively seeking to minimise the utilisation of coercion, explore more effective alternatives, and enhance the implementation of coercive measures (Sepahvand, & Bagherzadeh Khodashahri, 2021). Moral doubt regarding the moral justification of coercion often serves as a catalyst for critical reflection and the transformation of cultures and attitudes towards coercion (Molewijk, Kok, Husum, Pedersen & Aasland, 2017).

2.1.2 Institutional Stability

In order to attain high educational standards, it is crucial to maintain institutional stability within society (Apple, 2023). A well-executed recruitment and selection process has been found to be indicative of a high-quality educational system within a given society. The impact of influence on administrative effectiveness, educational achievement, and the effectiveness and efficiency of the workforce is significant and should not be underestimated. To maintain workforce efficiency and institutional stability, it is imperative to establish a robust recruitment and selection process (Fadare, 2015). Optimis (2011) developed a model that examines the relationship between reward management practices and organisational stability. The speaker emphasised that achieving stability within an organisation is challenging without a highly skilled workforce and ongoing investment in human capital (Toan, 2023).

The success of an institution is heavily reliant on the presence of talented individuals. Reward management enhances workforce efficiency and productivity within work organisations (Kehinde, 2012; Lucy, Poorkavoos & Wellbelove, 2015; Goswami, 2016). Organisational stability fosters job commitment and satisfaction. Additionally, it fosters brand loyalty and improves the reputation of companies within the communities in which they operate. Organisational stability is crucial for the success of businesses, as they rely on a stable environment to thrive. Organisations that lack stability, experience instability, crises, conflicts, and societal disrespect face significant challenges in achieving growth (Imran, Murtiza, & Akbar, 2023). This is due to the reluctance of both government and non-governmental agencies to engage in any transactions with such firms (Onuba & Edeh, 2018).

2.2 Theoretical Review

2.2.1 The Resource Based View of Firms

According to Anastasiu, Gavriş, and Maier (2020), the resource-based view posits that firms can achieve sustainable competitive advantage by possessing a unique and irreplaceable human resource pool that cannot be replicated or substituted by competitors. The resource-based view suggests that firms should regularly assess their

workforce to ensure that they possess the appropriate individuals with the necessary skills in suitable positions to maintain a lasting competitive advantage (Gerhart, & Feng, 2021). The strength or weakness of a firm is largely determined by the calibre of its employees and the quality of their working relationships. The core principle of resource-based thinking involves identifying and safeguarding the most valuable assets through the implementation of barriers to imitation.

According to Kryscynski, Coff and Campbell (2021), firms that successfully recruit and retain exceptional individuals can gain a competitive advantage through the development of human capital. However, he emphasises the importance of distinguishing between "human capital advantage" and "human process advantage". The former arises from the utilisation of individuals possessing valuable knowledge and skills, much of which is implicit. The latter, however, is a result of the firm's establishment of complex and advanced processes, such as cross-departmental cooperation and executive development, which are difficult for others to replicate. The use of human resource management systems is necessary for firms to gain a competitive advantage.

Li (2022), argues that while technology and capital can be acquired by most firms for a price, it is difficult to acquire a ready pool of highly qualified and motivated employees. To establish differentiation, companies must exercise caution in their recruitment and selection procedures. The HR practices of the company should prioritise the selection of highly skilled individuals. Recruitment is a crucial tool for companies to attain their overall business objectives. Biea, Dinu, Bunica and Jerdea (2024) argue that new employees are consistently engaged, receptive to learning, and adaptable to new environments. It is more cost-effective to identify the appropriate candidate during the recruitment process rather than invest in training and development at a later stage.

2.2.2 Maslow Hierarchy of Needs

In the work of Hansen (2020), the Maslow hierarchy of needs posits that there are five essential human needs, which span from basic physiological necessities at the lowest level to self-actualization at the highest level. The satisfaction of each lower need is a prerequisite for the emergence of the next need as a motivating factor. According to Maslow (1954), a business can fulfil these basic needs by offering a fair wage, providing meals, and offering rest facilities. Safety needs encompass various aspects, such as job security, safe working conditions, and pension schemes.

Additionally, addressing social needs can be achieved through measures like fostering teamwork and offering social facilities such as clubs or sports pitches. Self-esteem in the workplace is influenced by external perceptions, which can be enhanced through the provision of status symbols such as cars, offices, and new job titles as rewards for employees. Providing employees with opportunities to acquire qualifications in the workplace can enhance their self-esteem. Self-actualization involves reaching one's maximum potential. A business should prioritise the feasibility of promotion and the availability of opportunities for employees to exercise their initiative. Maslow proposed a hierarchical arrangement of human needs, as illustrated in the figure below.

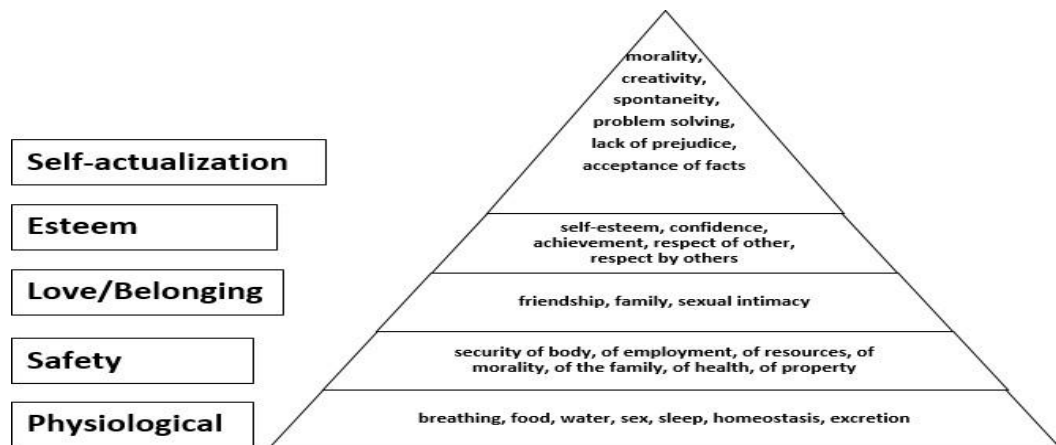


Fig. 2.1 Maslow hierarchy of needs

(Source: Adapted from Maslow (1954) *Motivation and personality*. New York: Harper and Row.)

This theory offers valuable insights for managers and organisations. One recommendation for managers is to develop policies and practices that aim to satisfy employees' needs in order to motivate them (Ercantan, & Eyupoglu, 2022). It was further explained that it is important to recognise that human beings have numerous needs that must be fulfilled. Another implication is that organisations should establish support programmes and focus groups to assist employees in managing work-related stress, particularly during difficult periods. Additionally, organisations have a responsibility to cultivate a conducive environment that enables employees to reach their maximum potential. Failure to create a conducive work environment may lead to employee frustration, resulting in decreased performance, job satisfaction, and an increased intention to leave the organisation.

2.3 Empirical Studies

Ngaira and Oyagi (2016), conducted a research on analysis of employee retention strategies on organisational performance of hospitals in Mombasa County and found that the high turnover rate of medical professionals has been a global concern for healthcare management, leading to challenges in retaining skilled staff in the healthcare sector. Retention strategies for medical professionals are necessary to maintain competitiveness within the healthcare industry. The study revealed a significant and positive correlation ($R = 0.485$, $p < 0.05$, $\epsilon = 0.006$) between recruitment strategies and the organisational performance of public hospitals in Mombasa County. The regression analysis indicated a statistically significant relationship between supervision strategies and performance ($p = 0.036$). The study found that employee retention strategies have a positive and significant impact on organisational performance, suggesting a need for improvement in these strategies. The study suggests that the management of public hospitals in Mombasa County should enhance employee retention strategies due to their observed positive impact on organisational performance.

Molewijk (2017) conducted a study using descriptive analyses. The findings indicated that the majority of the 379 respondents expressed uncertainty regarding whether

coercion should be considered offensive. Additionally, they generally agreed with the notion that coercion is necessary for providing care and ensuring security. However, there was a slight disagreement among respondents regarding whether coercion could be viewed as a form of treatment. Staff members did not express significant levels of moral uncertainty regarding the use of coercion.

3.0 Methodology

This study utilised a survey research design to accomplish its objectives. The research choice is based on the compatibility between quantitative research and deductive approaches. The population of the study consisted of academic staff members from selected public (Federal or State) and private universities in Southwest Nigeria. The total population for the study is 8,550 as contain in Table 3.1. The population data for each institution was obtained from the Nigeria University Digest, 2019. To ensure manageable data, the study will use the Taro Yamane (1967) formula cited in Umar and Wachiko (2021), to determine the appropriate sample size for the study. Table 3.1 displays the universities that were sampled in each study area. Simple random sampling was employed as a probability sampling technique to ensure equal opportunity for all elements in the population to be selected for sampling.

Table 3.1: Population of the Study

Universities	Location	Population	Sample
Ekiti State University, Ado Ekiti.	Ekiti State	1,075	$\frac{(N)(n)}{N} = \frac{382 \times 1075}{8,550} = 48$
Afe Babalola University		509	$\frac{(N)(n)}{N} = \frac{382 \times 509}{8,550} = 23$
Federal University of Technology, Akure	Ondo State	857	$\frac{(N)(n)}{N} = \frac{382 \times 857}{8,550} = 38$
Achievers University, Owo		133	$\frac{(N)(n)}{N} = \frac{382 \times 133}{8,550} = 6$
Obafemi Awolowo University, Ile-Ife	Osun State	1339	$\frac{(N)(n)}{N} = \frac{382 \times 1339}{8,550} = 60$
Bowen University, Iwo		417	$\frac{(N)(n)}{N} = \frac{382 \times 417}{8,550} = 19$
Olabisi Onabanjo University, Ago-Iwoye	Ogun State	293	$\frac{(N)(n)}{N} = \frac{382 \times 293}{8,550} = 13$
Babcock University, Ilishan-Remo, Ogun		560	$\frac{(N)(n)}{N} = \frac{382 \times 560}{8,550} = 25$
University of Lagos, Lagos	Lagos State	1265	$\frac{(N)(n)}{N} = \frac{382 \times 1265}{8,550}$

			= 57
Pan-Atlantic University, Lagos		150	$\frac{(N)(n)}{N} = \frac{382 \times 150}{8,550}$ = 6
University of Ibadan, Ibadan	Oyo State	1,682	$\frac{(N)(n)}{N} = \frac{382 \times 1682}{8,550}$ = 75
Lead City University, Ibadan		270	$\frac{(N)(n)}{N} = \frac{382 \times 270}{8,550}$ = 12
Total Population		8,550	382

Source: Nigerian University Digest (2019)

Sourced data through the administered questionnaire for this study were estimated using both descriptive and inferential statistics. Descriptive statistics involved the use of frequency tables to present demographic data of respondents while inferential statistics involved the use of Structural Equation Modeling (SEM) Technique in testing the formulated hypotheses.

4.0 Result and Discussion

4.1 Descriptive Statistics Analysis of Respondents

Table 4.1 Bio-data of the Respondents

		Frequency	Percent
Gender	Male	233	72.6
	Female	88	27.4
	Total	321	100
Age	20-25 years	2	.6
	26-40 years	83	25.9
	41 years and above	236	73.5
	Total	321	100
Years of Experience	1-5 years	51	15.9
	6-10 years	96	29.9
	11-15 years	72	22.4
	16 years and above	102	31.8
	Total	321	100
Type of University	Private	80	24.9
	Public	241	75.1
	Total	321	100

Source: Data Output, 2024.

The bio-data of the respondents presents a detailed demographic profile of the academic staff surveyed. Among the respondents, 233 are male, representing 72.6% of the sample, while 88 are female, constituting 27.4%. This gender distribution indicates a significant male predominance within the academic staff of the

participating universities. The implication of this finding might suggest that male academic staff are more represented in the sample, which could influence the study's results and interpretations, potentially reflecting gender-specific perspectives and experiences in the academic environment.

The age distribution shows that the largest group is those aged 41 years and above, totaling 236 respondents or 73.5%. This is followed by the 26-40 years age group with 83 respondents (25.9%), and a very small group of 2 respondents (0.6%) aged 20-25 years. The predominance of older, more experienced staff suggests a mature academic workforce, which may impact perspectives on institutional policies and practices. This age distribution could imply that the experiences and opinions reflected in the study are shaped by long-term involvement in academia, potentially providing insights into established practices and long-term trends.

The years of experience data reveals that 102 respondents (31.8%) have 16 years and above of experience, followed by 96 respondents (29.9%) with 6-10 years of experience. The 11-15 years group comprises 72 respondents (22.4%), while 51 respondents (15.9%) have 1-5 years of experience. The presence of a significant proportion of highly experienced academic staff alongside a notable group of mid-career professionals suggests a wealth of expertise within the sample. This distribution implies that the study benefits from a broad range of experience levels, providing a balanced view of both seasoned and relatively newer perspectives in academia. Finally, the distribution of the types of universities shows that 80 respondents (24.9%) are from private universities while 241 respondents (75.1%) are from public universities.

4.2 Analysis of the Research Objectives

Effect of Coercion Mitigation Strategies on institutional stability in public and private universities in southwest Nigeria

The criteria for model specification as presented in table 4.2 shows that the decision to determine the effect of coercion mitigation strategies on institutional stability using SEM is appropriate. For the specification, the ratio of chi-square/df = 3.163 which is within the acceptable threshold. Also other indices such as RMSEA (0.068), NFI (0.924), RFI (0.897), IFI (0.783), TLI (0.921) and CFI (0.822) are largely indicative of the suitability of the approach (Table 4.13). As a result, Figure 4.3 depicts the effect of coercion mitigation strategies which is shown in Table 4.14.

Table 4.2 Diagnostic of the coercion mitigation strategy and institutional stability model

Indicators	Values
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Chi-Square/df	3.163
RMSEA	0.068
NFI	0.924
RFI	0.897
IFI	0.783
TLI	0.921
CFI	0.822

Source: Data Analysis, 2024.

Estimated effect of coercion mitigation strategy on institutional stability

The analysis result as presented in Table 4.3 and Figure 4.1 revealed that the constructs of coercion mitigation strategy including lack of alternatives, investment, nonwork influences, and location have a positive significant effect on the institutional stability of universities both public and private in Southwest, Nigeria with the coefficient values of 0.342 for lack of alternatives, 0.473 for investment, 0.224 for nonwork influences and 0.512 for location. This indicated that a 1% increase in these constructs would breed a significant rise in institutional stability in both private and public universities in Southwest, Nigeria. The result further revealed that these various constructs of coercion mitigation strategy are crucial in achieving the determined impact.

Table 4.3 Path Analysis of the CFA of the coercion mitigation strategy and institutional stability model

			Estimate	C.R	P
La1	<-----	Lack of Alternatives	.425	3.287	***
La2	<-----	Lack of Alternatives	.392	3.172	***
La3	<-----	Lack of Alternatives	.296	2.864	.021
La4	<-----	Lack of Alternatives	.253	2.647	.034
In1	<-----	Investment	.386	3.025	***
In2	<-----	Investment	.635	4.284	***
In3	<-----	Investment	.528	3.983	***
In4	<-----	Investment	.634	4.246	***
Ni1	<-----	Nonwork Influences	.624	4.213	***
Ni2	<-----	Nonwork Influences	.587	4.017	***
Ni3	<-----	Nonwork Influences	.724	5.384	***
Lo1	<-----	Location	.819	6.143	***
Lo2	<-----	Location	.725	5.375	***
Lo3	<-----	Location	.826	6.863	***
Institutional Stability	<-----	Lack of Alternatives	.242	4.546	.012
Institutional Stability	<-----	Investment	.473	4.837	***
Institutional Stability	<-----	Nonwork Influences	.224	4.363	.036
Institutional Stability	<-----	Location	.512	6.625	***

Source: Data Analysis, 2024.

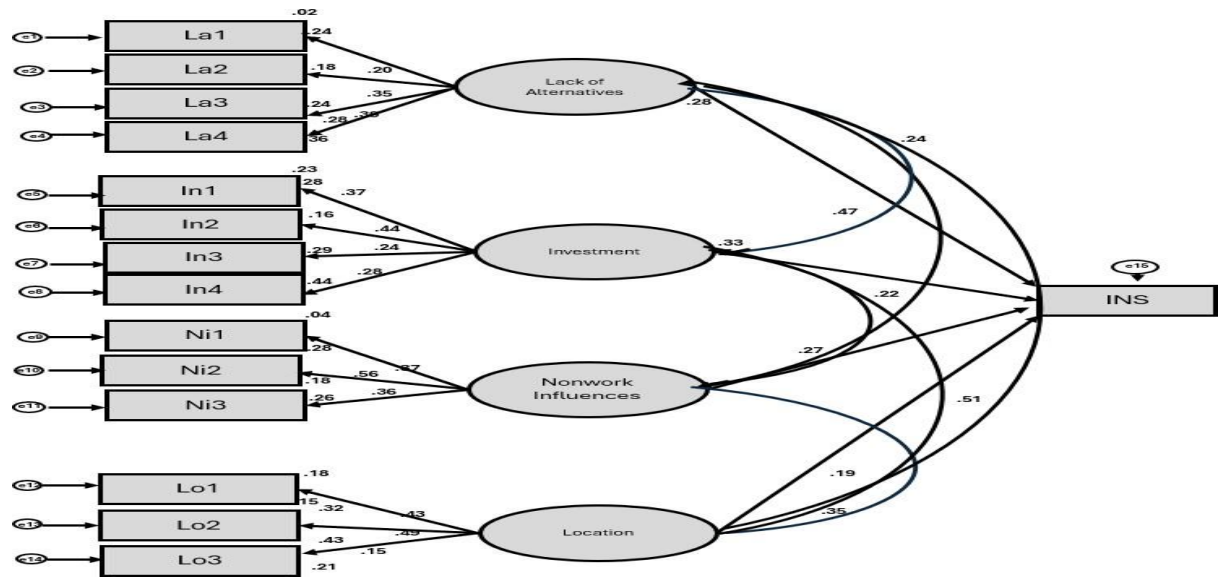


Figure: 4.1: Path analysis of Coercion Mitigation Strategy and Institutional Stability model

4.3 Discussion of Findings

It was revealed that coercion mitigation has a positive significant effect on institutional stability in public and private universities in southwest Nigeria. This finding highlights the importance of addressing coercive forces and creating a supportive environment to maintain institutional integrity and performance. Coercion mitigation involves addressing factors such as lack of alternatives, investment, nonwork influences, and location to reduce the negative impacts of coercive pressures and enhance stability within academic institutions. When universities provide a unique and attractive environment, they can mitigate coercive pressures by ensuring that individuals have fewer reasons to seek alternatives. For instance, a private university in Southwest Nigeria that offers unique academic programs, exceptional facilities, and competitive benefits can reduce the likelihood of faculty and students leaving for other institutions. By creating an environment where alternatives are limited or less attractive, the university can foster greater stability and loyalty among its members.

Also, when institutions invest in high-quality facilities, research opportunities, and support services, they demonstrate a commitment to providing a supportive and conducive working and learning environment. This investment can reduce coercive pressures related to inadequate resources or poor working conditions. Nonwork influences, such as personal life and social factors, can also impact institutional stability. Addressing these influences involves creating a work environment that supports employees' and students' broader life needs, including work-life balance, family support, and community involvement. By acknowledging and accommodating these nonwork factors, universities can mitigate the coercive pressures that might arise from external stressors. In addition, Universities situated in desirable or strategically advantageous locations may experience fewer coercive pressures related to location constraints.

Empirically, Adeyemi and Akinbode (2022) found that universities that addressed factors such as investment in resources and support for nonwork influences experienced higher levels of institutional stability. Their study highlighted the importance of creating a supportive environment to mitigate coercive pressures and enhance commitment among faculty and students. Similarly, studies by Olaniyan and Ojo (2021) demonstrated that addressing location-related factors and providing adequate investment in facilities were associated with improved stability and performance in Nigerian universities. However, Okeke and Ogunleye (2023) argued that while coercion mitigation is important, its impact on institutional stability may be influenced by other external factors such as government policies and economic conditions. Their study suggested that focusing solely on internal coercion mitigation without considering broader external challenges might not fully address the factors affecting institutional stability.

5.0 Conclusion and Recommendations

This study underscores the critical role of talent retention practices in fostering stability within public and private higher education institutions in Southwest Nigeria. Effective retention strategies, such as competitive compensation, professional development opportunities, and supportive work environments, are essential for mitigating high staff turnover and ensuring institutional continuity. Differences between public and private universities highlight the need for tailored approaches to address specific challenges within each sector. By adopting comprehensive talent retention practices, Nigerian universities can enhance academic quality, attract skilled professionals, and strengthen their overall stability in a competitive educational landscape. Hence, it was concluded that talent retention practices significantly influence the institutional stability of both private and public universities in Southwest, Nigeria.

Recommendations

To enhance institutional stability, universities should implement comprehensive strategies to mitigate coercive pressures. This involves creating attractive and unique institutional environments to reduce the appeal of alternatives. Institutions should prioritize substantial investment in infrastructure and resources, ensuring that facilities and support systems meet high standards. Additionally, universities should address nonwork influences by offering flexible work arrangements, family support programs, and community engagement opportunities. Strategic location decisions should also be made to enhance the university's appeal and accessibility. By addressing these areas, universities can reduce coercive pressures and build a more stable academic environment. Regular assessments of coercive factors and continuous improvement of institutional policies and practices will further support long-term stability.

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