



Impact of Skills-Based Hiring on Organizational Performance in The Nigerian Tech Sector

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Abstract

The Nigerian tech sector's growth necessitates effective talent acquisition strategies, such as skills-based hiring, to drive organizational performance. This study examines the impact of skills-based hiring on organizational performance in Nigeria's tech sector. A qualitative approach was employed, utilizing secondary data collection and content analysis to analyze existing literature. Findings reveal that skills-based hiring significantly enhances employee productivity and innovation in Nigerian tech organizations. A key recommendation is that Nigerian tech companies prioritize skills-based hiring and invest in HR development to address implementation challenges. The study underscores the importance of skills-based hiring in driving competitiveness and growth in Nigeria's tech sector, offering insights for practitioners and policymakers.

Keywords: Skills-based hiring, Organizational performance, Nigerian tech sector, Talent acquisition, HR development.

Introduction

Skills-based hiring is transforming Nigeria's tech sector, with companies prioritizing competencies over traditional credentials. This approach helps address the skills gap, with 65% of Nigerian employers citing it as a major barrier to organizational transformation (LSETF, 2025). By focusing on skills, organizations can tap into a broader talent pool, driving innovation and competitiveness. Research shows skills-based hiring leads to improved employee performance, with studies indicating a positive correlation between skills acquisition and job performance (Nworie & Onwuka, 2023). In Nigeria's tech sector, companies like Andela and Jumia leverage skills-based hiring to build high-performing teams (Agbai & Okechukwu, 2024). The benefits of skills-based hiring extend beyond the organization, contributing to economic growth and reducing unemployment. With Nigeria's tech sector booming, the demand for skilled professionals is high, and skills-based hiring can help address this shortage. Some key skills in demand include network and cyber security, AI and big data proficiency, systems thinking, customer service, and global citizenship (LSETF, 2025). To address the skills gap, Nigerian employers advocate for increased government funding (73%) and improved transport infrastructure (40%).

Implementing skills-based hiring requires a strategic approach, including identifying key skills, developing effective assessment tools, and training hiring managers (Ogunniyi, 2024). Nigerian organizations can also leverage partnerships with educational institutions to create relevant curricula and training programs (Adeyemo, 2023). The Nigerian tech sector is expected to continue growing, driven by increasing demand for digital solutions and services (Emeh, 2024). Skills-based hiring will play a critical role in this growth, enabling organizations to access the skills they need to stay competitive. A study on Nigerian tech professionals found that those with skills in emerging technologies like blockchain and cloud computing have higher earning potential (Uzochukwu, 2024). This highlights the importance of skills-based hiring in attracting and retaining top talent. Skills-based hiring can also help address diversity and inclusion challenges in Nigeria's tech sector. By focusing on skills rather than credentials, organizations can tap into a broader talent pool, including candidates from underrepresented groups (Nwankwo, 2023).

The Lagos State Employment Trust Fund (LSETF) is supporting skills development initiatives in Nigeria, including programs focused on tech and digital skills (LSETF, 2025). These initiatives can help address the skills gap and support economic growth. Nigerian organizations are also leveraging skills-based hiring to drive innovation and entrepreneurship. By hiring for skills, companies can access fresh perspectives and ideas, leading to new products and services (Akinwale, 2024). Adequate training and development programs are essential for skills-based hiring to be effective. Nigerian organizations should invest in ongoing training and development to ensure their employees have the skills they need to stay competitive (Olatunji, 2023). The impact of skills-based hiring on organizational performance is significant, with studies showing a positive relationship between talent management and employee performance (Ibrahim, 2024). Effective talent management practices, such as skills-based hiring, can lead to improved productivity, retention, and overall performance. Skills-based hiring is also relevant for Nigerian startups, which often have limited resources and need to be agile and adaptable (Okorie, 2024). By focusing on skills, startups can access the talent they need to grow and scale quickly. Nigeria's tech sector is driving economic growth and job creation, and skills-based hiring can help sustain this momentum (Eze, 2024). By prioritizing skills, organizations can build high-performing teams and drive innovation.

Statement of the Problem

The Impact of Skills-Based Hiring on Organizational Performance in the Nigerian Tech Sector poses several challenges that organizations must navigate. One major hurdle is the entrenched traditional hiring practices that prioritize credentials over competencies (Nworie & Onwuka, 2023). Many Nigerian organizations still rely on conventional recruitment methods, making it tough to shift to skills-based hiring. Implementing skills-based hiring requires significant changes to existing HR processes and systems. Nigerian tech companies may struggle to adapt their recruitment frameworks, job descriptions, and evaluation metrics to focus on skills rather than credentials (Agbai & Okechukwu, 2024). This can lead to resistance from HR teams and hiring managers accustomed to traditional methods.

Another challenge is defining and assessing relevant skills in the Nigerian tech context. With rapidly evolving technologies, identifying the right skills can be daunting (LSETF, 2025). Organizations need to invest in tools and training to accurately assess skills like AI, big data, and cybersecurity. Nigeria's education system often doesn't align with industry needs, creating a skills gap. Tech companies may struggle to find candidates with the right skills, even with skills-based hiring (Ogunniyi, 2024). Partnerships with educational institutions can help bridge this gap. Bias and subjectivity can creep into skills assessments, affecting fairness and diversity. Nigerian organizations must implement standardized, objective evaluation methods to ensure equitable hiring (Nwankwo, 2023). This requires training for hiring teams and robust assessment tools. Skills-based hiring demands ongoing investment in employee development. Nigerian tech companies need to prioritize continuous learning to keep skills relevant and avoid obsolescence (Olatunji, 2023). This can strain resources, especially for smaller organizations. Measuring the impact of skills-based hiring on organizational performance poses another challenge. Nigerian companies need robust metrics and analytics to assess effectiveness (Ibrahim, 2024). This requires investing in HR analytics and data-driven decision-making. Regulatory frameworks in Nigeria may not fully support skills-based hiring. Organizations must navigate compliance issues and advocate for policies that recognize skills over credentials (Eze, 2024).

Research Questions

1. What is the impact of skills-based hiring on employee productivity in the Nigerian tech sector?
2. How does skills-based hiring influence innovation and competitiveness in Nigerian tech organizations?
3. What are the challenges of implementing skills-based hiring in the Nigerian tech sector?

Objectives of the Study

The broad objective of this study is to evaluate the impact of skills-based hiring on organizational performance in the Nigerian Tech Sector. While the specific objectives are as follows:

1. To examine the effect of skills-based hiring on employee productivity in the Nigerian tech sector.
2. To assess the influence of skills-based hiring on innovation and competitiveness in Nigerian tech organizations.
3. To identify the challenges of implementing skills-based hiring in the Nigerian tech sector.

Hypotheses

1. Skills-based hiring has a significant positive impact on employee productivity in the Nigerian tech sector.
2. Skills-based hiring significantly enhances innovation and competitiveness in Nigerian tech organizations.
3. There are significant challenges to implementing skills-based hiring in the Nigerian tech sector.

Literature Review

Skills-Based Hiring and Tech Sector Performance in Nigeria

Skills-based hiring is transforming Nigeria's tech sector, with companies prioritizing competencies over traditional credentials (LSETF, 2025). This approach helps address skills gaps, driving innovation and competitiveness. Research shows skills-based hiring leads to improved employee performance, with studies indicating a positive correlation between skills acquisition and job performance (Nworie & Onwuka, 2023). In Nigeria's tech sector, companies like Andela and Jumia leverage skills-based hiring to build high-performing teams (Agbai & Okechukwu, 2024). By focusing on skills, these organizations tap into a broader talent pool, driving growth and innovation. Skills-based hiring also enables tech companies to adapt to rapidly changing technologies and market demands. The impact of skills-based hiring on organizational performance is significant. Studies show a positive relationship between talent management practices, like skills-based hiring, and employee performance (Ibrahim, 2024). Effective talent management leads to improved productivity, retention, and overall performance. Nigeria's tech sector is driven by increasing demand for digital solutions and services (Eze, 2024). Skills-based hiring helps organizations access the skills they need to stay competitive. Key skills in demand include network and cyber security, AI and big data proficiency.

Research highlights the benefits of skills-based hiring in Nigeria's tech sector. A study found that skills-based hiring improved employee performance and retention (Agbai & Okechukwu, 2024). Organizations prioritize skills like problem-solving, teamwork, and adaptability. Skills-based hiring also drives innovation in Nigeria's tech sector. By accessing fresh perspectives and ideas, companies develop new products and services (Ogunniyi, 2024). This approach enables organizations to stay ahead of competitors. The Nigerian government supports skills development initiatives, including programs focused on tech and digital skills (LSETF, 2025). These initiatives address skills gaps, supporting growth in the tech sector. Overall, skills-based hiring has a positive impact on Nigeria's tech sector performance (Eze, 2024). Organizations leveraging this approach drive innovation, growth, and competitiveness.

Implementing Skills-Based Hiring in Nigeria's Tech Sector: Challenges and Opportunities

Implementing skills-based hiring in Nigeria's tech sector poses challenges. Traditional hiring practices and limited HR capacity hinder adoption (Nworie & Onwuka, 2023). Organizations must adapt recruitment frameworks and job descriptions to focus on skills. The Nigerian education system creates skills gaps, making it tough to find candidates with the right skills (Ogunniyi, 2024). Partnerships with educational institutions can help address this challenge. Bias and subjectivity can also creep into skills assessments, affecting fairness and diversity. Despite challenges, skills-based hiring offers opportunities. By prioritizing skills, organizations access a broader talent pool, driving diversity and inclusion (Kamau, 2023). Skills-based hiring enables organizations to develop talent pipelines, addressing skills shortages. Nigerian tech companies can leverage skills-based hiring to drive growth and innovation. Organizations like Andela and Jumia show the potential of this approach (Agbai & Okechukwu, 2024). With the right strategies, skills-based hiring can overcome implementation challenges.

Research highlights the importance of aligning HR practices with business strategy (Wright & Ulrich, 2023). In Nigeria's tech sector, this means prioritizing skills that drive innovation and competitiveness. Effective skills-based hiring requires ongoing investment in employee development. The Nigerian government supports skills development initiatives, creating opportunities for skills-based hiring (LSETF, 2025). Organizations can leverage these initiatives to address skills gaps. Skills-based hiring enables Nigerian tech companies to stay competitive globally. Implementing skills-based hiring requires robust assessment tools and training for hiring teams (Olatunji, 2023). With the right approach, Nigerian organizations can overcome challenges and drive growth. Skills-based hiring offers opportunities for Nigeria's tech sector,

but organizations must address implementation challenges (Eze, 2024). With effective strategies, skills-based hiring can drive innovation and growth.

Gap in Literature

While existing research highlights the benefits of skills-based hiring in driving organizational performance, particularly in Nigeria's tech sector, a notable gap remains in understanding the specific implementation mechanisms that lead to success. Studies have established correlations between skills-based hiring and improved performance (Nworie & Onwuka, 2023; Agbai & Okechukwu, 2024), but there's limited exploration of the contextual factors influencing these outcomes in Nigeria's unique socio-economic landscape. The literature also lacks detailed examination of how Nigerian tech organizations navigate challenges like adapting traditional HR processes, addressing skills gaps, and ensuring fairness in skills assessments. Research often focuses on outcomes rather than the nuanced implementation strategies required for skills-based hiring to thrive in emerging markets like Nigeria (Eze, 2024; Ogunniyi, 2024). Further, there's a gap in longitudinal studies assessing the sustained impact of skills-based hiring on organizational performance in Nigeria's rapidly evolving tech sector. Most studies offer snapshots rather than in-depth analyses of how skills-based hiring influences growth, innovation, and competitiveness over time (Ibrahim, 2024; LSETF, 2025). Addressing these gaps can provide actionable insights for Nigerian organizations.

Theoretical Framework

The Resource-Based View

The Resource-Based View (RBV) theory is a strategic management framework that emphasizes the importance of internal resources in driving organizational performance. Developed by Barney (1991), RBV posits that organizations can achieve sustainable competitive advantage by leveraging unique, valuable, and hard-to-imitate resources. These resources can be tangible or intangible, including skills, knowledge, and capabilities. In the context of skills-based hiring, RBV suggests that organizations can gain a competitive edge by acquiring and developing specific skills that are critical to their success. By focusing on skills, organizations can access valuable resources that drive innovation, productivity, and growth. Nigerian tech companies like Andela and Jumia leverage skills-based hiring to build high-performing teams, illustrating the application of RBV in practice (Agbai & Okechukwu, 2024).

RBV also highlights the importance of aligning internal resources with external market demands. In Nigeria's rapidly evolving tech sector, organizations need to adapt quickly to changing technologies and market needs (LSETF, 2025). By prioritizing skills-based hiring, organizations can develop the internal capabilities required to stay competitive and drive growth. This alignment of internal resources with external demands is key to achieving sustainable competitive advantage, according to RBV (Barney, 2023).

Methodology

This study employed a qualitative research approach, utilizing secondary sources of data collection to examine the impact of skills-based hiring on organizational performance in the Nigerian tech sector. The research design involved a comprehensive review of existing literature on skills-based hiring, talent management, and organizational performance in the Nigerian tech context. Secondary data were sourced from Academic journals (e.g., Journal of African Business, Human Resource Management Review, Industry reports (e.g., Lagos State Employment Trust Fund (LSETF) tech sector reports, Online publications and articles, Relevant books and book chapters on talent management and skills-based hiring. Content analysis was adopted to analyze the collected data.

Discussion

Hypothesis 1: Skills-based hiring has a significant positive impact on employee productivity in the Nigerian tech sector.

Skills-based hiring is gaining traction in Nigeria's tech sector, with potential impacts on employee productivity. Research suggests that skills-based hiring leads to improved employee performance, with studies indicating a positive correlation between skills acquisition and job performance (Nworie & Onwuka, 2023). Nigerian tech companies like Andela and Jumia leverage skills-based hiring to build high-performing teams, illustrating the potential benefits (Agbai & Okechukwu, 2024). By focusing on skills, these organizations ensure employees have the necessary competencies to drive growth and innovation. The relationship between skills-based hiring and employee productivity is significant. Studies show that skills-based hiring improves employee productivity by ensuring that employees have the necessary skills to perform their jobs effectively (Ibrahim, 2024). In Nigeria's tech sector, skills-based hiring addresses skills gaps and drives innovation. Research highlights the importance of aligning HR practices with business strategy, including prioritizing skills that drive growth and competitiveness (Wright & Ulrich, 2023).

Evidence from Nigerian tech companies supports the positive impact of skills-based hiring on employee productivity. A study found that skills-based hiring improved employee performance and retention (Agbai & Okechukwu, 2024). Skills-based hiring enables organizations to tap into a broader talent pool, driving diversity and inclusion (Kamau, 2023). This

approach also leads to improved job satisfaction and retention, driving overall performance. The Nigerian tech sector is driven by increasing demand for digital solutions and services (LSETF, 2025). Skills-based hiring helps organizations access the skills they need to stay competitive. Research shows that skills-based hiring is linked to improved employee performance in emerging markets (Mabaso, 2023). Nigerian organizations can leverage this approach to drive growth and innovation.

The alternative hypothesis (H1) suggests that skills-based hiring has a significant positive impact on employee productivity in Nigeria's tech sector. Evidence supports this hypothesis, with studies indicating improved performance and productivity (Nworie & Onwuka, 2023; Agbai & Okechukwu, 2024). Given the evidence, it's likely that skills-based hiring has a significant positive impact on employee productivity in Nigeria's tech sector. Organizations should prioritize skills-based hiring to drive growth and innovation. The impact of skills-based hiring on employee productivity is significant, with potential benefits for Nigerian tech organizations (Eze, 2024). By leveraging skills-based hiring, organizations can drive innovation and competitiveness. The analysis above supports the hypothesis which indicates that skills-based hiring has a significant positive impact on employee productivity in the Nigerian tech sector.

Hypothesis 2: Skills-based hiring significantly enhances innovation and competitiveness in Nigerian tech organizations.

Skills-based hiring drives innovation and competitiveness in Nigerian tech organizations. By accessing fresh perspectives and ideas, companies develop new products and services, driving growth (Ogunniyi, 2024). Nigerian tech companies like Andela and Jumia leverage skills-based hiring to stay competitive globally (Agbai & Okechukwu, 2024). This approach enables organizations to adapt to changing technologies and market demands. Research shows that skills-based hiring enhances innovation and competitiveness by ensuring organizations have the skills they need to innovate (Eze, 2024). This approach leads to improved products and services, driving growth. Skills-based hiring enables organizations to tap into a broader talent pool, driving diversity and inclusion (Kamau, 2023). This approach also leads to improved innovation and competitiveness. The Nigerian tech sector is driven by increasing demand for digital solutions and services (LSETF, 2025). Skills-based hiring helps organizations access the skills they need to stay competitive.

Evidence from Nigerian tech companies supports the positive impact of skills-based hiring on innovation and competitiveness. A study found that skills-based hiring improved innovation and competitiveness (Agbai & Okechukwu, 2024). The alternative hypothesis (H1) suggests that skills-based hiring significantly enhances innovation and competitiveness in Nigerian tech organizations. Evidence supports this hypothesis, with studies indicating improved innovation and competitiveness (Ogunniyi, 2024; Eze, 2024). Given the evidence, it's likely that skills-based hiring significantly enhances innovation and competitiveness in Nigerian tech organizations. Organizations should prioritize skills-based hiring to drive growth and innovation. Skills-based hiring is key to driving innovation in Nigeria's tech sector (LSETF, 2025). By leveraging skills-based hiring, organizations can stay competitive globally. Research shows that skills-based hiring is linked to improved innovation and competitiveness in emerging markets (Mabaso, 2023). Nigerian organizations can leverage this approach to drive growth and innovation. The impact of skills-based hiring on innovation and competitiveness is significant, with potential benefits for Nigerian tech organizations (Eze, 2024). By leveraging skills-based hiring, organizations can drive innovation and competitiveness. The discussion above supports the hypothesis which states that skills-based hiring significantly enhances innovation and competitiveness in Nigerian tech organizations.

Hypothesis 3: There are significant challenges to implementing skills-based hiring in the Nigerian tech sector.

Implementing skills-based hiring in Nigeria's tech sector poses challenges. Traditional hiring practices and limited HR capacity hinder adoption (Nworie & Onwuka, 2023). The Nigerian education system creates skills gaps, making it tough to find candidates with the right skills (Ogunniyi, 2024). Partnerships with educational institutions can help address this challenge. Bias and subjectivity can also creep into skills assessments, affecting fairness and diversity. Research highlights the importance of robust assessment tools and training for hiring teams (Olatunji, 2023). Despite these challenges, skills-based hiring offers opportunities for Nigerian tech organizations. By prioritizing skills, organizations can access a broader talent pool, driving diversity and inclusion (Kamau, 2023). The alternative hypothesis (H1) suggests there are significant challenges to implementing skills-based hiring in Nigeria's tech sector. Evidence supports this hypothesis, with studies indicating implementation challenges (Nworie & Onwuka, 2023; Ogunniyi, 2024). Given the evidence, it is likely that there are significant challenges to implementing skills-based hiring in Nigeria's tech sector. Organizations should address these challenges to realize the benefits of skills-based hiring.

Research highlights the importance of aligning HR practices with business strategy, including addressing implementation challenges (Wright & Ulrich, 2023). Nigerian organizations can leverage skills-based hiring to drive growth and innovation. The Nigerian government supports skills development initiatives, creating opportunities for skills-based hiring (LSETF, 2025). Organizations can leverage these initiatives to address skills gaps. Implementing skills-based hiring requires robust assessment tools and training for hiring teams (Olatunji, 2023). With the right approach, Nigerian organizations can overcome implementation challenges. Skills-based hiring is key to driving innovation in Nigeria's tech sector (LSETF, 2025). By addressing implementation challenges, organizations can realize the benefits of skills-based

hiring. The impact of implementation challenges on skills-based hiring is significant, with potential implications for Nigerian tech organizations (Eze, 2024). By addressing these challenges, organizations can drive innovation and competitiveness. Overall, the above discussion supports the hypothesis which state that there are significant challenges to implementing skills-based hiring in the Nigerian tech sector.

Findings

1. Skills-based hiring improves employee productivity in Nigeria's tech sector by ensuring employees have the necessary skills to perform their jobs effectively.
2. Skills-based hiring drives innovation and competitiveness in Nigerian tech organizations by accessing fresh perspectives and ideas.
3. Implementing skills-based hiring in Nigeria's tech sector poses challenges, including traditional hiring practices and limited HR capacity.
4. Skills-based hiring leads to improved job satisfaction and retention in Nigerian tech companies.
5. The Nigerian education system contributes to skills gaps, affecting the effectiveness of skills-based hiring.
6. Skills-based hiring enables Nigerian tech organizations to tap into a broader talent pool, promoting diversity and inclusion.

Recommendations

1. Nigerian tech organizations should prioritize skills-based hiring to boost employee productivity and drive innovation.
2. Organizations should address implementation challenges by adapting recruitment processes and investing in HR development.
3. Collaborations with educational institutions can help bridge skills gaps and support effective skills-based hiring.
4. Nigerian tech companies should leverage skills-based hiring to enhance diversity and inclusion.
5. Investing in skills assessment tools and training for hiring teams can ensure effective skills-based hiring.
6. The Nigerian government and tech sector should work together to develop initiatives supporting skills development and skills-based hiring.

Conclusion

The impact of skills-based hiring on organizational performance in Nigeria's tech sector is significant. By prioritizing skills, organizations can drive employee productivity, innovation, and competitiveness. This approach enables companies to access fresh perspectives, ideas, and talent, ultimately boosting growth and success. Implementing skills-based hiring poses challenges, including adapting traditional hiring practices and addressing skills gaps. However, with the right strategies, organizations can overcome these hurdles and reap the benefits. By investing in HR development, collaborating with educational institutions, and leveraging skills assessment tools, Nigerian tech companies can unlock the full potential of skills-based hiring. Skills-based hiring is a key driver of success in Nigeria's tech sector. As organizations prioritize skills and adapt to changing market demands, they can position themselves for growth, innovation, and competitiveness. By embracing skills-based hiring, Nigerian tech companies can thrive in a rapidly evolving landscape.

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