

Talent Management and Employee Performance: A Study of West African Tannery Co. Ltd

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Abstract: *This study investigated the relationship between talent management practices and employee performance in West African Tannery Co. Ltd in Kano, Nigeria with the objective of evaluating the relationship between employee talent acquisition, employee talent training and development, and employee talent retention to performance in the tannery industry. The research design used was descriptive survey research with quantitative approach and data collection technique was stratified random sampling with 152 respondents. Data was analyzed descriptively, correlation analysis (Pearson correlation) and multiple regression analysis on SPSS version 27. The results showed that all three dimensions of talent management were positively significant and the overall model accounted for 55.5% of the variance in the performance outcomes. Training and development ($\beta = 0.382$, $p < 0.01$), talent acquisition ($\beta = 0.287$, $p < 0.01$), and talent retention strategies ($\beta = 0.229$, $p < 0.01$) were the top three factors that predicted employee performance. The correlation analysis also revealed that all the dimensions of talent management were positively correlated with employee performance with the highest correlation coefficient being between training and development with employee performance ($r = 0.681$), followed by talent acquisition ($r = 0.623$) and talent retention strategies ($r = 0.587$). Consequently, the study suggests that management should place more emphasis on regular and comprehensive training programs that are specifically designed for the technical needs of leather processing operations, improve talent acquisition practices by adopting more rigorous competency-based recruitment and selection processes, and improve talent retention strategies by introducing more competitive compensation packages, better recognition systems, and well-defined career development paths.*

Keywords: talent management, employee performance, West African, Tannery Co. Ltd

INTRODUCTION

Talent management and employee performance are two key concepts in the field of global organizational management. Talent management is a strategic process that focuses on attracting, developing, motivating and retaining talented employees for organizational success (Collings & Mellahi, 2021; Stahl et al., 2022; Dries, 2025). Structured recruitment, training and development to cultivate skills and competencies, performance management systems, compensation strategies, career development, onboarding and retention efforts are all key components (Armstrong & Taylor, 2024; Aguinis, 2025; Silzer & Dowell, 2023). Employee performance is the extent to which employees meet job requirements and can be evaluated through productivity, work quality, efficiency, and goal achievement, which can be broken down into task and contextual performance (Campbell et al., 2023; Borman & Motowidlo, 2022; Sonnentag & Frese, 2002; Campbell & Wiernik, 2021). Globally, empirical evidence links effective talent management practices such as high-performance work systems, strategic talent management, and integrated HR bundles to enhanced employee performance, reduced turnover, and sustained competitive advantage (Huselid, 2022; Becker & Huselid, 2021; Wright & McMahan, 1992; Lado & Wilson, 2022; Jiang et al., 2022; Mensah, 2022; Luna-Arocas & Morley, 2022; Sopia et al., 2020).

These factors are exacerbated in developing countries, especially in Africa, due to factors such as a shortage of skills, rapid technological change, and competitive labor markets. Research in Africa, such as Kenya and South Africa, has shown that structured onboarding, training, performance management systems, and career development programs have a positive impact on employee productivity and performance in the manufacturing and service sectors (Amina & Bilal, 2023; Govender & Pillay, 2024; Kariuki & Otieno, 2023).

Specifically in Nigeria, the manufacturing sector is beset with poor human resource management practices, which contribute to high staff turnover, skill gaps, low productivity, and decreased competitiveness (Kehinde, 2022; Nzewi et al., 2022; Okonkwo & Nwosu, 2024). Organizations in Nigeria, particularly the manufacturing sector, are faced with challenges in implementing effective talent management practices, such as recruitment, training, performance management, compensation, organizational support, and leadership influences (Adeyemi & Ogunleye, 2023; Adeleke & Fashola, 2023; Adegoke & Oyetunji, 2024; Bankole & Olayinka, 2024; Gupta & Agarwal, 2023; Halima & Zainab, 2023; Nwachukwu & Obi, 2023; Yakubu & Murtala, 2023; Yusuf & Mohammed, 2023).

These challenges are particularly pressing in the Nigerian leather and tannery sector, where the labor-intensive nature of the processes, the need for specialized expertise in leather manufacturing, quality management, and environmental regulations create significant challenges. In the competitive landscape of West African Tannery Co. Ltd (Fata Tannery) in Kano, Nigeria, talent management, which includes acquisition, development, and retention, is crucial for maximizing

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employee performance and productivity in response to changing demands and fierce competition. The research problem is to investigate the relationship between certain talent management practices and employee performance at Fata Tannery and to recommend ways to improve them.

Aim of the Study

The primary aim of this study is to examine the relationship between talent management practices and employee performance at West African Tannery Co. Ltd (Fata Tannery). Specifically, the study seeks to:

1. Assess the effect of talent acquisition practices on employee performance at Fata Tannery.
2. Examine the influence of training and development programs on employee performance at the organization.
3. Evaluate the impact of talent retention strategies on employee performance at West African Tannery Co. Ltd.

LITERATURE REVIEW

Employee Performance

The level of efficiency and effectiveness with which employees carry out their duties and responsibilities and contribute to the organization's goals is what is referred to as employee performance (Mensah, 2022). It covers several aspects such as task performance, contextual performance and adaptive performance, all of which contribute to an individual's overall effectiveness in the organization. Employee performance is a multi-faceted concept that encompasses the quality of output, quantity of output, timeliness of output, presence and attendance at work, and cooperativeness in the organization (Borman & Motowidlo, 2022). In a manufacturing setting, like a tannery, employee performance is directly linked to production efficiency, product quality, waste reduction, and ultimately, profitability of the organization. Performance should be considered as a behaviour and not as a result of behaviour (Campbell et al., 2023; Campbell & Wiernik, 2021; Sonnentag & Frese, 2002). Effective workers perform well, are productive, are committed to the organisation's objectives and have a positive impact on group dynamics. These measures are usually evaluated using key performance indicators, supervisor ratings, and actual productivity measures (Aguinis & Burgi-Tian, 2021; Aguinis, 2025).

Talent Management

Talent management is a strategic and comprehensive HRM process that aims to recruit, identify, develop, engage and retain high-potential employees who are essential for the organization's

Publication of the European Centre for Research Training and Development-UK success (Collings & Mellahi, 2021). The idea came about because it was realized that human capital is a key source of competitive advantage. Talent management is a systematic process of identifying key positions that contribute to the differential creation of sustainable competitive advantage, creating a talent pool of high-potential and high-performing incumbents, and developing a differentiated human resource architecture to support the selection of competent incumbents for these positions (Stahl et al., 2022; Silzer & Dowell, 2023). Modern talent management practices involve a combination of recruitment, selection, induction, performance management, learning and development, succession planning, compensation, and retention, all of which are linked to an organization's strategy (Anlesinya et al., 2022; Armstrong & Taylor, 2024; Sparrow & Makram, 2022; Thunnissen et al., 2025). For manufacturing companies, talent management is crucial for ensuring that the workforce has the necessary skills to handle essential production tasks, build expertise and knowledge, and retain and develop human resource assets through strategic retention initiatives (Mensah et al., 2024; Kehinde, 2022; Okonkwo & Nwosu, 2024).

Talent Acquisition

Talent acquisition is the strategic process of identifying, attracting, selecting and recruiting qualified people to fill organizational roles to address the present and future workforce requirements. Unlike a traditional approach to recruitment, which is more about filling a job opening, talent acquisition takes a long-term view by matching recruitment strategies with the organisation's strategy and workforce planning (Armstrong & Taylor, 2024). Employer branding is a key component of effective talent acquisition, as it helps to attract suitable candidates, and multiple sourcing channels, along with robust selection processes and smooth onboarding experiences, play a part in it (Cascio, 2024). The talent acquisition process usually involves job analysis and description, sourcing of talent via job boards, social media, referrals, recruitment agencies, screening and shortlisting, interviewing, assessment, decision making, and onboarding (Oladapo, 2024; Adeyemi & Ogunleye, 2023). The tannery sector faces the challenge of recruiting individuals who possess specialized knowledge and expertise in leather processing, chemical handling, and quality control. Additionally, the industry's reputation and working conditions must be taken into account when recruiting candidates. Organizations that have effective talent acquisition practices, also tend to have better quality hires, less time-to-productivity, lower turnover, and better person-organization fit (Bethke-Langenegger et al., 2022; Nzewi et al., 2022).

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Training and Development

Training and development refers to the systematic approach used by organizations to increase their employees' knowledge, skills, abilities, and competencies to better equip them for their current job and future positions (Armstrong & Taylor, 2024). Training is usually geared towards the acquisition of current skills which are required for the job, whereas development is more likely to be a longer term process and to focus on preparing staff for future work and career progression. Effective training programs involve needs assessment, learning objectives, design of the training, active learning, and evaluation processes (Aguinis, 2025; Pulakos, 2021). Technological development, changing industry standards and a desire to continuously improve have made training and development an important aspect in manufacturing contexts (Adeleke & Fashola, 2023; Govender & Pillay, 2024; Bankole & Olayinka, 2024). Training in the tannery industry focuses on specific technical areas like leather grading, tanning methods, quality assurance, machinery maintenance, safety protocols, and environmental regulations. The findings of the research have shown that the investment in employee training is always associated with increased productivity, improved quality, employee satisfaction, and employee turnover reduction (Bibi, 2022; Sopiah et al., 2020; Salau et al., 2021). Other elements of development, such as mentoring, coaching, job rotation and career planning, also help to keep employees engaged and retained, showing the company's commitment to the employee's development (Luna-Arocas & Morley, 2022; Halima & Zainab, 2023).

Talent Retention Strategies

Talent retention strategies refer to the policies, practices, and programs that organizations use to keep valuable employees, and minimize voluntary turnover (Oladapo, 2024). Employee turnover comes with a high cost to businesses, regardless of the industry, from recruitment and training costs to lost productivity and the loss of institutional knowledge (Cascio, 2024; Mohammed, 2024). Competitive compensation and benefits, career development opportunities, positive work environment, work-life balance, recognition and rewards, meaningful work, and effective leadership are some of the key factors that effective retention strategies focus on (Armstrong & Taylor, 2024; Luna-Arocas & Morley, 2022; Gupta & Agarwal, 2023). Retention strategies can be classified into financial (salary, bonuses, benefits) and non-financial (recognition, career development, work environment) types, and it has been found that a combination of both strategies is most effective (Alias et al., 2024; Sopiah et al., 2020). Retention issues in a manufacturing environment, such as a tannery, may involve working in challenging conditions, physical demands, and the competition for skilled personnel from other manufacturing sectors. Organizations that have a good retention strategy will enjoy the following benefits: Preserved institutional knowledge,

Publication of the European Centre for Research Training and Development-UK improved organizational culture, lower recruitment costs, and better employer reputation (Bethke-Langenegger et al., 2022; Mensah, 2022; Okonkwo & Nwosu, 2024).

Empirical Review

The study of talent management and its effect on employee performance has received much scholarly attention in different countries and industrial settings. In Nigeria, Adeyemi and Ogunleye (2023) discovered that structured recruitment procedures can have a significant impact on improving employee productivity and organizational effectiveness. They conclude that recruitment practices that are transparent, competency-based, and strategic result in higher employee efficiency than informal or reactive recruiting practices (Nzewi et al., 2022; Yusuf & Mohammed, 2023; Amina & Bilal, 2023). These studies have repeatedly identified that good employer branding leads to greater pool of qualified applicants, and structured onboarding programs can lead to a marked decrease in time to productivity for new hires. The effect of training and development on employee performance has been studied in various countries and the results are found to be consistent in every country. The study by Adeleke and Fashola (2023) and Govender and Pillay (2024) explored different facets of training programmes and workforce development programmes. Their results consistently show that the frequency of training interventions enhance the performance of the tasks and lower the number of errors made in the manufacturing industries (Bibi, 2022; Salau et al., 2021; Sopiah et al., 2020; Bankole & Olayinka, 2024). The studies highlight the need for a needs-based training design and systematic training needs assessment to enhance the relevance and impact of training.

There has been a great deal of research on retention strategies and their link with organizational performance, worldwide. The researcher examined different aspects of employee retention in different industrial settings (Oladapo, 2024; Mohammed, 2024; Halima & Zainab, 2023). Both of these studies identified significant positive relationships between competitive compensation, career development opportunities, and comprehensive benefits and employee retention and performance (Gupta & Agarwal, 2023; Luna-Arocas & Morley, 2022). Researchers in different countries have investigated the mediating and moderating effects of employee engagement and organizational support in the effectiveness of talent management. Researchers investigated the impact of engagement and organizational support on the link between talent management practices and employee performance (Alias et al., 2024; Sopiah et al., 2020; Bankole & Olayinka, 2024). Using various analytical approaches across manufacturing firms, the studies found that employee engagement partially mediates the talent management-performance relationship (Mensah et al.,

Publication of the European Centre for Research Training and Development-UK 2024; Bibi, 2022). There were strong correlations between talent development and retention strategies and engagement in all contexts.

Leadership has been studied in several countries and the results have been the same: leadership is a key factor in retaining talent and boosting employee performance. Nwachukwu and Obi (2023) and Halima and Zainab (2023) examined the effect of leadership style, mentoring program, succession planning, and career development practices on employee performance. Both of these studies revealed that supportive leadership styles were positively associated with retention and performance in a variety of cultural contexts (Armstrong & Taylor, 2024; Kehinde, 2022). Performance management systems and reward strategies have been a subject of research in several industrial settings, yielding insights of value. Yakubu and Murtala (2023), Adegoke and Oyetunji (2024) and Gupta and Agarwal (2023) explored the relationship between performance management, compensation strategy, and employee performance and how these factors affect employee performance. The overall results indicate that overtime, effective performance management has a positive effect on an individual's performance in all contexts examined (Aguinis & Burgi-Tian, 2021; DeNisi & Murphy, 2022).

Talent management in SMEs has been researched in different developing countries. Studies examined talent management in SMEs and specific industry such as leather and tannery industry (Okonkwo & Nwosu, 2024; Kehinde, 2022; Nzewi et al., 2022). The studies found that SMEs with formalized talent management practices have higher productivity than those without formalized approaches in all the countries studied (Mensah, 2022; Anlesinya et al., 2022). Technology and its effectiveness in talent management is a new space of research, but is limited in the references provided.

Gaps in the Literature

The empirical studies reviewed support the positive correlation between talent management practices and employee performance in a number of African countries, but there are significant limitations that restrict the generalizability of the results to the West African tannery firms. The research was carried out in the majority of large manufacturing organizations, service industries or general SMEs in Nigeria, while a few studies only mentioned the leather and tannery industry as part of their broader samples (Okonkwo & Nwosu, 2024; Adeyemi & Ogunleye, 2023). None of these studies were specific to tannery companies in West Africa, especially in Kano, Nigeria, where specific operational problems like hazardous working conditions, semi-skilled labour, environmental compliance issues and informal employment exist. Thus, the unique role of talent

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management in the performance of employees in the tannery industry which is characterized by high physical demands, chemical exposure risk and fluctuations in production during seasons has not been fully explored (Mensah, 2022; Kehinde, 2022). In addition, previous studies have consistently shown the individual and combined impact of the different elements of talent management, but there is a lack of cases on the firm level that explore the implementation and perceptions of talent management practices in one tannery organization (Anlesinya et al., 2022; Thunnissen et al., 2025). Most of the previous studies were based on cross sectional survey and large-scale quantitative research across various organizations, which is of limited value in understanding contextual barriers, managerial perceptions and employee experiences in a specialized medium-sized tannery environment (Nzewi et al., 2022; Okonkwo & Nwosu, 2024)

Theoretical Framework

Human Capital Theory

Theodore Schultz (1961) and Gary Becker (1964) developed the Human Capital Theory, which views knowledge, skills and abilities as a capital investment that can be intentionally made. Education, training and development investments result in economic returns in terms of improved individual and organisational productivity. The theory also makes a distinction between general human capital (transferable across employers) and firm-specific human capital (valuable only within the investing organization) and how the cost of development is allocated between the two; general skills are the responsibility of the employee, while firm-specific skills are more likely to be paid for by the firm because they are less likely to be transferred easily to a competitor.

For West African Tannery Co. Ltd, the Human Capital Theory can be used to describe the link between strategic talent management and performance. The company makes use of qualified people (acquiring human capital), provides targeted training (developing human capital) and adopts retention measures (preserving human capital) to improve employee competencies and productivity. The leakages of labour in the form of employee turnover in a skill-intensive industry such as leather processing, where specialized knowledge is vital, is a huge loss of previous investments and thus effective retention is crucial for protecting and maximizing human capital returns.

Resource-Based View (RBV) Theory

The Resource Based View (RBV) of competitive advantage, developed by Jay Barney (1991) and developed with the work of Penrose (1959) and Wernerfelt (1984), turns the explanation of competitive advantage from external industry structure to the internal resources of the firm. It claims that a sustained competitive advantage is achieved when an organization possesses

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resources that are valuable, rare, inimitable and non-substitutable. Barney's VRIN model is a tool that can be used to test the resources that can yield long-term superior performance.

In RBV, the HR is often considered as a source of sustained advantage, particularly if talented employees and their mix of skills, tacit knowledge, team dynamics, and organizational culture meet the VRIN criteria. Skilled leather processors, experienced supervisors and capable managers are strategic resources at West African Tannery Co. Ltd which are valuable and scarce in the leather industry. The mechanisms for acquiring, enhancing and protecting these VRIN human resources are effective talent management practices, which include selective recruitment, continuous training and development and strong retention practices. The company can develop and protect complex, non-replicable human resource packages, and gain performance benefits that its rivals cannot match, ensuring that it can maintain high quality organizational performance in a competitive tannery industry.

METHODOLOGY

The study used descriptive survey research design because it allowed for the systematic collection of quantitative data from a representative sample of the organizations in order to study the relationship between the two variables (talent management practices and employee performance) and to find out the current practices and perceptions of the organizations (Saunders et al., 2023). A quantitative approach was used, data was gathered using a structured questionnaire and the study population was all the employees in the various departments of the organization (Production, Human Resources, Finance, Marketing, Logistics) with 152 respondents selected through stratified random sampling using Yamane's formula. The questionnaire administered with the management's permission and consent had five sections: Section A (Demographic information – gender, age, marital status, education, department and experience); Section B (Talent Acquisition – five items adapted from Okonkwo and Nwosu, 2024); Section C (Training and development – five items adapted from Adeleke and Fashola, 2023); Section D (Talent retention strategies – five items adapted from Usman and Bello, 2023); and Section E (Employee performance – five items adapted from Mensah, 2021), all measured on a 5-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). Data were analyzed using SPSS version 27 and descriptive statistics (frequencies, percentages, means, standard deviations) were used to describe the data. Pearson correlation analysis was used to evaluate the relationships between the variables, while multiple regression analysis was used to test hypotheses regarding the influence of the dimensions of talent management on employee performance.

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FINDINGS

Demographic Variables

Table 4.1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	118	77.6
	Female	34	22.4
	Total	152	100.0
Age	18-25	23	15.1
	26-35	56	36.8
	36-45	42	27.6
	46-55	24	15.8
	56 and above	7	4.6
	Total	152	100.0
Marital Status	Single	41	27.0
	Married	98	64.5
	Divorced	9	5.9
	Widowed	4	2.6
	Total	152	100.0
Educational Qualification	SSCE	38	25.0
	ND/NCE	52	34.2
	HND/BSc	48	31.6
	MSc/PhD	14	9.2
	Total	152	100.0
Department	Production	67	44.1
	HR	18	11.8
	Finance	22	14.5
	Marketing	19	12.5
	Logistics	16	10.5
	Others	10	6.6
	Total	152	100.0
Years of Experience	Less than 1 year	19	12.5
	1-5 years	48	31.6
	6-10 years	51	33.6
	Above 10 years	34	22.4
	Total	152	100.0

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The demographic analysis shows that the majority of respondents were male (77.6%), which is due to the male dominated nature of tannery industry. The age distribution reveals that the majority of employees are aged between 26-35 years (36.8%) and 36-45 years (27.6%), which reflects a relatively young and experienced workforce. Most of them were married (64.5%) while in terms of education, diploma/NCE holders and HND/BSc holders were the dominant group in the sample (34.2% and 31.6% respectively). The largest number of employees in the Production department (44.1%), which is similar to the manufacturing operations. The majority of the respondents had 1-10 years of experience in the field (65.2%), indicating a mix of both new and experienced workers.

Hypotheses Testing**Table 4.6: Correlation Matrix**

Variable	TA	TD	TRS	EP
1. Talent Acquisition	1.000			
2. Training and Development	0.584**	1.000		
3. Talent Retention Strategies	0.521**	0.612**	1.000	
4. Employee Performance	0.623**	0.681**	0.587**	1.000

**p < 0.01 (2-tailed)

The correlation analysis reveals significant positive relationships between all talent management dimensions and employee performance. Training and development demonstrated the strongest correlation with employee performance ($r = 0.681$, $p < 0.01$), followed by talent acquisition ($r = 0.623$, $p < 0.01$) and talent retention strategies ($r = 0.587$, $p < 0.01$).

Table 4.7: Multiple Regression Analysis

Model Summary					
R	R ²	Adjusted R ²	Std. Error	F-statistic	
0.745	0.555	0.546	0.458	61.489**	
Coefficients	B	Std. Error	Beta (β)	t-value	Sig.
(Constant)	0.892	0.215		4.149	0.000
Talent Acquisition	0.264	0.068	0.287	3.882	0.000
Training and Development	0.341	0.072	0.382	4.736	0.000
Talent Retention Strategies	0.198	0.063	0.229	3.143	0.002

Dependent Variable: Employee Performance

**p < 0.01

Hypothesis 1: There is a significant effect of talent acquisition on employee performance at Fata Tannery.

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The regression results show that talent acquisition has a significant positive effect on employee performance ($\beta = 0.287$, $t = 3.882$, $p < 0.01$). Therefore, Hypothesis 1 is supported. A unit increase in talent acquisition practices is associated with a 0.264 unit increase in employee performance.

Hypothesis 2: There is a significant effect of training and development on employee performance at Fata Tannery.

The results indicate that training and development has the strongest significant positive effect on employee performance ($\beta = 0.382$, $t = 4.736$, $p < 0.01$). Therefore, Hypothesis 2 is supported. Training and development emerged as the most influential predictor of employee performance.

Hypothesis 3: There is a significant effect of talent retention strategies on employee performance at Fata Tannery.

Talent retention strategies demonstrated a significant positive effect on employee performance ($\beta = 0.229$, $t = 3.143$, $p < 0.01$). Therefore, Hypothesis 3 is supported. Although the effect is smaller compared to other dimensions, it remains statistically significant.

The overall model explains 55.5% of the variance in employee performance ($R^2 = 0.555$), indicating that talent management practices collectively account for a substantial portion of performance variation.

DISCUSSION OF FINDINGS

The results of this research show that the combined and individual effects of the different talent management practices have positive effects on employee performance in West African Tannery Co. Ltd (Fata Tannery). An overall model explaining 55.5% of the variance in employee performance showed that talent management is a significant factor in employee performance outcomes and that human resources are strategic assets that are important in contributing to the effectiveness of the organization (Wright & McMahan, 1992; Lado & Wilson, 2022). This result supports the findings of Okonkwo and Nwosu (2024) which showed strong correlations between the talent management dimensions and performance in manufacturing companies in Nigeria (Kehinde, 2022; Mensah, 2022; Nzewi et al., 2022).

Training and development was the most significant predictor of employee performance ($\beta = 0.382$), which aligns with the theory that investments in employee skills and competencies yield productivity returns (Becker & Huselid, 2021). The result was consistent with Bibi (2022), Govender and Pillay (2024) and Adeleke and Fashola (2023) who reported that task performance in manufacturing industries was enhanced by training interventions. The importance of training and development is especially applicable to the tannery sector where specialized technical skills are required for the quality production of leather. The descriptive results, however, showed moderate concerns with training frequency and investment level, indicating potential for improvement.

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The second highest effect on employee performance was talent acquisition ($\beta = 0.287$), which reinforces the need for recruiting competent employees to build the organization's performance. The result is in agreement with the finding of Adeyemi and Ogunleye (2023) which revealed that structured recruitment processes increased productivity of leather companies (Nzewi et al., 2022; Yusuf & Mohammed, 2023). The mean score for skills-based recruitment ($M = 3.78$) indicates that the outcome of performance is reasonable for the company Fata Tannery (Bethke-Langenegger et al., 2022; Oladapo, 2024).

The smallest but significant effect on performance was found for talent retention strategies ($\beta = 0.229$). This finding aligns with the research conducted by Oladapo (2024), Mohammed (2024), Gupta & Agarwal (2023) and Halima & Zainab (2023), which identified positive correlation between retention strategies and performance in manufacturing industries. The lower scores for competitive compensation ($M = 3.18$) and recognition systems ($M = 3.35$) indicate that retention strategies are the area that needs the most attention as they may pose threats to the sustainability of performance over time at Fata Tannery, which could lead to higher risk of turnover (Alias et al., 2024; Luna-Arocas & Morley, 2022; Mensah et al., 2024).

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary and Conclusion

The study involved the correlation between talent management practices and employee performance in West African Tannery Co. Ltd (Fata Tannery) with regard to three important components of talent management namely talent acquisition, training and development, and talent retention strategies. The study used descriptive and inferential statistical analysis using a sample of 152 respondents to examine the research hypotheses. The results indicated that all three dimensions of talent management were found to be significantly positively related to employee performance, which accounted for 55.5% of the variance in employee performance. The top three factors that predicted performance were training and development, talent acquisition, and talent retention strategies. The descriptive analysis revealed that talent acquisition practices and employee performance were rated positively, but training and development were rated moderately with concerns about the frequency and investment in training and development while talent retention strategies were rated as the lowest with concerns about compensation competitiveness and recognition system. The results align with the Human Capital Theory and Resource Based View Theory, which show that investments in human resources via successful talent management practices lead to better employee performance and competitiveness.

Recommendations

Based on the findings, a number of recommendations are made:

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- i. Community awareness programmes need to be strengthened to increase awareness and utilization of the services by West African Tannery Co. Ltd.
- ii. The organisation should also ensure that staff receive regular training to enhance the quality and efficiency of its services.
- iii. they should also Increase government funding to ensure adequate facilities and equipment.
- iv. The organization should continue to sensitize the people in the media and community.
- v. the organization should also Implement digital systems to improve record keeping and reduce service delays.

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