

# Enhancing Third-Country National Talent Retention and Employment Permit Compliance: A Management Consultancy Approach for Business in Nigeria

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Article History	Abstract	
Original Research Article	<p><i>This study examined the enhancement of Third-Country National (TCN) talent retention and employment permit compliance through a management consultancy approach for businesses in Nigeria. The growing demand for foreign professionals in sectors such as oil and gas, construction, telecommunications, healthcare, and manufacturing has increased the need for organizations to effectively manage expatriate employees while complying with immigration and labour regulations.</i></p> <p><i>The study was anchored on Strategic Management Theory and the Resource-Based View (RBV) Theory. It explored the challenges organizations face in retaining TCNs, assessed employment permit compliance issues, and examined the role of management consultancy in improving workforce management practices. Findings revealed that TCN retention is influenced by factors such as immigration and regulatory challenges, cultural integration difficulties, workplace inclusion, economic conditions, and organizational retention strategies. The study further found that management consultancy contributes significantly to improving compliance systems, strengthening human resource practices, enhancing employee engagement, and supporting workforce stability.</i></p> <p><i>The study concludes that effective retention of Third-Country Nationals and employment permit compliance require a strategic combination of sound human resource management, regulatory compliance mechanisms, and professional consultancy support. It recommends that organizations adopt structured retention programmes, strengthen permit monitoring systems, promote diversity and inclusion, and engage management consultants to improve workforce management practices. Furthermore, government agencies should streamline permit administration processes and provide support mechanisms to enhance organizational compliance. These measures will contribute to improved organizational performance, workforce stability, and sustainable business growth in Nigeria.</i></p> <p><b>Keywords:</b> <i>Third-Country Nationals, Talent Retention, Employment Permit Compliance, Management Consultancy, Human Resource Management, Organizational Performance, Nigeria.</i></p>	
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<p>Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p>	<p><i>The study concludes that effective retention of Third-Country Nationals and employment permit compliance require a strategic combination of sound human resource management, regulatory compliance mechanisms, and professional consultancy support. It recommends that organizations adopt structured retention programmes, strengthen permit monitoring systems, promote diversity and inclusion, and engage management consultants to improve workforce management practices. Furthermore, government agencies should streamline permit administration processes and provide support mechanisms to enhance organizational compliance. These measures will contribute to improved organizational performance, workforce stability, and sustainable business growth in Nigeria.</i></p>	
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## INTRODUCTION

Talent retention has become one of the most important strategic concerns for organizations operating in Nigeria's increasingly competitive business environment. The ability of an organization to attract, develop, and retain highly skilled employees contributes significantly to its long-term sustainability, productivity, and competitive advantage.

Employee retention is not merely an administrative function measured through reports and statistics; rather, it reflects how effectively employers understand, support, and respond to the needs and expectations of their workforce. Organizations invest substantial financial and human resources in recruiting, training, and developing employees.

Consequently, when skilled employees leave shortly after acquiring organizational knowledge and competencies, the organization incurs significant financial and operational losses.

The challenge of talent retention has become more pronounced as businesses compete for a limited pool of skilled professionals in both local and international labour markets. High employee turnover disrupts organizational performance, weakens institutional memory, increases recruitment costs, and negatively affects productivity. As a result, organizations are increasingly seeking innovative strategies to attract, engage, and retain competent employees. In Nigeria, this challenge extends beyond local employees to include foreign professionals and Third-Country Nationals (TCNs) who contribute specialized skills, technical expertise, and international experience to various sectors of the economy.

Third-Country Nationals play a vital role in sectors such as oil and gas, manufacturing, telecommunications, construction, healthcare, education, and information technology. Their expertise often supports knowledge transfer, capacity building, and the execution of complex projects. However, the successful engagement and retention of foreign talent require organizations to comply with Nigeria's immigration and labour regulations governing expatriate employment. Failure to comply with these regulations can result in legal sanctions, reputational damage, operational disruptions, and financial penalties.

Employment permit compliance is therefore a critical component of workforce management in Nigeria. The Nigerian Immigration Service (NIS) regulates the employment of expatriates through various mechanisms, including Expatriate Quota approvals, Combined Expatriate Residence Permit and Aliens Card (CERPAC), Temporary Work Permits (TWP), and other immigration requirements. These regulatory instruments are designed to ensure that foreign employees are legally authorized to work in Nigeria while promoting the transfer of skills and knowledge to Nigerian citizens. Organizations must therefore establish effective systems to monitor, manage, and maintain compliance with all applicable employment permit requirements.

Beyond legal compliance, organizations also have a responsibility to provide a safe, supportive, and conducive work environment for all employees, including foreign nationals. International labour standards and Nigerian occupational health and safety regulations emphasize employers' obligations to protect the health, safety, and welfare of their workforce. Effective workforce management therefore involves not only ensuring compliance with immigration regulations but also creating conditions that encourage employee satisfaction,

engagement, and long-term commitment to the organization.

Management consultancy plays a significant role in helping organizations address these challenges. Management consultants provide specialized expertise in diagnosing organizational problems, evaluating existing systems, and recommending practical solutions that improve organizational effectiveness. In the context of talent retention and employment permit compliance, consultants assist organizations in developing strategic human resource policies, strengthening compliance frameworks, improving employee engagement initiatives, and implementing best practices for workforce management. Their objective is to help organizations achieve sustainable growth while minimizing operational and regulatory risks.

Human Resource Management (HRM) practices form the foundation upon which talent retention and compliance strategies are built. Modern HRM focuses on the recruitment, development, motivation, and retention of employees while aligning workforce capabilities with organizational objectives. Effective HRM practices create a work environment that supports employee growth, job satisfaction, and organizational commitment. In addition, they ensure that employment relationships are managed fairly, transparently, and in accordance with applicable laws and regulations.

In Nigeria's dynamic business environment, organizations must balance the need to attract and retain skilled Third-Country Nationals with the obligation to comply fully with immigration and labour requirements. A management consultancy approach provides a structured framework for achieving this balance by integrating talent retention strategies with robust compliance systems. Such an approach enhances organizational performance, reduces workforce instability, strengthens regulatory compliance, and contributes to sustainable business success.

## LITERATURE REVIEW

This reviews relevant literature relating to the retention of Third-Country Nationals (TCNs), employment permit compliance, and the role of management consultancy in supporting organizations operating in Nigeria. The review is organized under four major areas: conceptual framework, theoretical framework, empirical review, and identification of research gaps. The chapter examines existing studies on foreign workforce management, immigration compliance, employee retention strategies, and consultancy interventions in organizational performance.

As Nigeria continues to attract foreign professionals, investors, and technical experts across sectors such as oil and gas, telecommunications, construction, manufacturing, healthcare, and education, organizations face increasing

challenges in retaining foreign talent while complying with immigration and labour regulations. Effective management of expatriate and foreign workers has therefore become a strategic necessity for organizational sustainability and competitiveness.

### **Challenges Encountered by Businesses in Retaining Third-Country Nationals (TCNs)**

Third-Country Nationals are foreign workers who are neither citizens nor permanent residents of the host country but are legally employed to provide specialized skills, technical expertise, or professional services. In Nigeria, TCNs contribute significantly to sectors experiencing skill shortages and requiring specialized knowledge.

Despite their contributions, organizations encounter several challenges in retaining these employees.

#### **1. Immigration and Regulatory Challenges**

One of the most significant challenges is the complexity of immigration and employment permit requirements. Organizations employing foreign nationals must comply with regulations administered by the Nigerian Immigration Service (NIS), including Expatriate Quota approvals, Combined Expatriate Residence Permit and Aliens Card (CERPAC), Temporary Work Permits, and residence documentation.

Delays in permit processing, renewal procedures, policy changes, and administrative bottlenecks often create uncertainty for both employers and employees. Such uncertainties may affect job security perceptions and influence TCNs to seek opportunities in countries with more predictable immigration systems.

#### **2. Cultural and Social Integration Challenges**

Foreign employees often face cultural adaptation difficulties when relocating to Nigeria. Differences in language, social norms, workplace culture, and lifestyle can create adjustment challenges. Limited social support systems and inadequate orientation programs may result in feelings of isolation and reduced job satisfaction.

Organizations that fail to provide cultural integration support may experience higher turnover among foreign employees compared to organizations that actively promote diversity and inclusion.

#### **3. Economic and Living Conditions**

Economic factors also influence retention decisions. The cost of accommodation, transportation, healthcare, education for dependents, and security concerns can significantly affect expatriates' quality of life.

Although many organizations offer competitive compensation packages, foreign employees often compare

living conditions and career opportunities across different countries. Where support systems are inadequate, retaining highly skilled foreign talent becomes increasingly difficult.

#### **4. Workplace Discrimination and Inclusion Issues**

Perceived discrimination, unequal treatment, and exclusion from organizational decision-making processes can negatively affect employee commitment. Foreign workers who feel marginalized may be less likely to remain with an organization despite attractive compensation packages.

Organizations that promote fairness, diversity, inclusion, and equal opportunity generally achieve stronger retention outcomes among both local and foreign employees.

#### **5. Weak Retention Strategies**

Many organizations focus primarily on recruitment rather than long-term retention. The absence of structured onboarding programs, mentorship initiatives, career development pathways, and employee engagement strategies often contributes to high turnover among TCNs.

Effective retention requires deliberate planning, continuous employee support, and regular assessment of workforce satisfaction levels.

#### **Role of Employment Agencies and Compliance Officers**

Employment agencies and compliance officers play critical roles in managing foreign workforce recruitment and retention in Nigeria.

Employment agencies serve as intermediaries between employers and prospective foreign employees. Beyond recruitment, they assist with candidate screening, orientation, documentation, relocation support, and workforce integration. Effective agencies help organizations identify candidates whose qualifications, experience, and cultural adaptability align with organizational needs.

Compliance officers, on the other hand, ensure that organizations adhere to immigration laws, labour regulations, and internal governance policies. Their responsibilities include monitoring permit validity, coordinating permit renewals, ensuring compliance with expatriate quota requirements, and maintaining accurate employment records.

The collaboration between employment agencies and compliance officers contributes significantly to organizational success. While agencies facilitate workforce acquisition, compliance officers ensure legal conformity and risk management. Together, they help organizations minimize regulatory violations, improve employee experiences, and strengthen retention outcomes.

Organizations that maintain effective compliance systems often experience lower legal risks, reduced permit-related disruptions, and greater employee confidence in their employment security.

### **Concept and Relevance of Management Consultancy**

Management consultancy refers to the provision of professional advice, expertise, and solutions designed to improve organizational performance, solve business problems, and enhance operational effectiveness.

Management consultants assist organizations by analyzing existing systems, identifying weaknesses, and recommending practical interventions that support strategic objectives. Their expertise spans areas such as human resource management, organizational development, change management, compliance management, and business process improvement.

In the context of talent retention and employment permit compliance, management consultants help organizations:

- ◆ Develop effective retention strategies.
- ◆ Improve human resource policies.
- ◆ Strengthen compliance frameworks.
- ◆ Design employee engagement programs.
- ◆ Enhance workforce planning systems.
- ◆ Improve organizational culture and leadership effectiveness.

Consultants provide an independent perspective that enables organizations to identify issues that may not be easily recognized internally. Their specialized knowledge allows organizations to adopt industry best practices and respond effectively to emerging workforce challenges.

As organizations become increasingly globalized, management consultancy has become an important tool for enhancing competitiveness, ensuring compliance, and promoting sustainable workforce management.

### **Role of Management Consultancy in the Retention of Third-Country Nationals**

Management consultancy plays a strategic role in helping organizations attract, engage, and retain foreign talent.

One of the primary contributions of consultants is the assessment of organizational policies and practices affecting employee retention. Through workforce audits, employee surveys, and organizational diagnostics, consultants identify factors contributing to employee dissatisfaction and turnover.

Consultants also assist organizations in developing customized retention programs that address the unique needs of TCNs. Such programs may include:

- ◆ Structured onboarding processes.
- ◆ Cultural adaptation and orientation programs.
- ◆ Career development initiatives.
- ◆ Leadership development programs.
- ◆ Employee wellness and support services.
- ◆ Diversity and inclusion policies.

Additionally, consultants help organizations strengthen employment permit compliance systems. They establish monitoring mechanisms for visa renewals, permit tracking, expatriate quota management, and regulatory reporting. These systems reduce the likelihood of compliance violations and provide foreign employees with greater confidence regarding their legal employment status.

Management consultants further serve as change agents by helping organizations align workforce management practices with international standards and emerging best practices. Their interventions contribute to improved employee engagement, increased job satisfaction, reduced turnover, and enhanced organizational performance.

Ultimately, the successful retention of Third-Country Nationals requires a collaborative approach involving employers, government institutions, compliance professionals, and management consultants. Through strategic guidance and organizational support, management consultancy provides a valuable framework for addressing workforce challenges while ensuring compliance with Nigerian immigration and labour regulations.

### **Theoretical Framework**

This study is anchored on **Strategic Management Theory** and the **Resource-Based View (RBV) Theory**. Strategic Management Theory, advanced by Teece, Pisano, and Shuen (1997), posits that organizations achieve sustainable success by effectively adapting to environmental changes and strategically deploying resources to gain competitive advantage. The theory emphasizes the importance of organizational capabilities, strategic decision-making, and continuous adaptation in responding to changing business conditions. In the context of this study, management consultancy serves as a strategic tool that enables organizations to improve their talent retention practices and strengthen employment permit compliance systems. Through consultancy interventions, businesses can develop effective human resource strategies, improve regulatory compliance, and enhance organizational performance in an increasingly competitive and globalized labour market.

The **Resource-Based View (RBV) Theory**, developed by Barney (1991), argues that organizations gain competitive advantage through valuable, rare, inimitable, and non-substitutable resources. Human capital is considered one of the most critical strategic resources available to an organization. Third-Country Nationals (TCNs) often possess specialized skills, technical expertise, and international experience that contribute significantly to organizational productivity and innovation. Therefore, retaining such talent becomes essential for long-term business success. The theory further suggests that organizations that invest in employee development, retention strategies, and compliance capabilities are more likely to achieve superior performance compared to competitors. In this study, the RBV Theory provides a foundation for understanding how effective talent retention and compliance management can create sustainable competitive advantages for businesses operating in Nigeria.

### **Empirical Review of Retention of Third-Country Nationals in the Labour Market**

Several studies have examined the factors influencing the retention of foreign workers and Third-Country Nationals (TCNs) across different labour markets. Kahanec and Zimmermann (2016) investigated labour market outcomes of migrant workers and found that employment retention among foreign workers is strongly influenced by institutional support, career development opportunities, and workplace integration initiatives. Their study revealed that foreign employees who received adequate organizational support and opportunities for professional growth were more likely to remain with their employers for extended periods.

Similarly, Fasani, Frattini, and Minale (2021) examined employment trajectories among migrant workers and discovered that organizations providing structured onboarding programmes, language support, mentoring, and career advancement opportunities achieved significantly higher retention rates. The study further emphasized that employers who actively supported the social and professional integration of foreign workers experienced lower turnover and improved workforce stability.

Within the Nigerian context, foreign professionals are increasingly employed in sectors such as oil and gas, construction, manufacturing, telecommunications, healthcare, and education. However, retaining these employees remains a challenge due to factors such as regulatory uncertainties, cultural adaptation difficulties, security concerns, inadequate integration programmes, and competition from other international labour markets. Research on expatriate management in developing economies suggests that organizations that provide comprehensive relocation support, cultural orientation,

family assistance, and career development programmes tend to achieve better retention outcomes than those that focus solely on financial incentives.

Studies have also shown that employee satisfaction, organizational commitment, and perceived fairness significantly influence retention decisions among foreign workers. Consequently, organizations seeking to retain highly skilled TCNs must adopt holistic retention strategies that address both professional and personal needs.

### **Empirical Review of Employment Permit Systems and Compliance Dynamics**

Employment permit compliance has attracted considerable attention from researchers due to its implications for labour market governance, organizational performance, and legal compliance.

Ruhs (2013) examined labour migration policies across several countries and found that complex immigration procedures and unclear permit requirements often discourage compliance among employers and employees. The study concluded that permit systems characterized by transparency, simplicity, and efficient processing mechanisms achieve higher compliance levels and improve labour market outcomes.

Similarly, the International Labour Organization (ILO, 2021) examined labour migration governance and found that organizations operating within well-structured compliance frameworks experienced fewer legal disputes and greater workforce stability. The report highlighted the importance of employer awareness, regulatory guidance, and digitalized permit management systems in improving compliance outcomes.

In Nigeria, employment permit compliance is governed primarily by the Nigerian Immigration Service through instruments such as Expatriate Quota approvals, Combined Expatriate Residence Permit and Aliens Card (CERPAC), Temporary Work Permits, and other immigration regulations. Several studies on expatriate workforce management in Nigeria have identified challenges including administrative delays, inadequate compliance monitoring, policy inconsistencies, and limited awareness of regulatory obligations among employers.

Empirical evidence suggests that organizations with dedicated compliance structures, trained human resource personnel, and effective permit tracking systems are more likely to achieve regulatory compliance and avoid sanctions. Furthermore, compliance contributes positively to employee confidence, organizational reputation, and long-term workforce stability.

## **Empirical Review of Management Consultancy and Employer Practices**

Management consultancy has emerged as an important mechanism for improving organizational effectiveness, workforce management, and regulatory compliance.

The OECD (2020) examined workforce management practices among Small and Medium Enterprises (SMEs) and found that organizations often struggle with employee retention and compliance because of inadequate human resource capacity and limited access to specialized expertise. The study revealed that businesses receiving professional support in areas such as HR management, employee engagement, and compliance monitoring achieved significantly better workforce outcomes.

Similarly, Dorn and Zweimuller (2021) reported that organizations utilizing external advisory services were more successful in implementing retention strategies, managing workforce diversity, and complying with labour regulations. Their findings indicate that consultancy interventions contribute to improved employee satisfaction, reduced turnover, and stronger organizational governance.

In Nigeria, many organizations—particularly SMEs—lack the internal expertise required to manage the complexities associated with employing foreign nationals. Management consultants therefore play a vital role by providing guidance on immigration compliance, workforce planning, employee engagement, organizational development, and retention strategy implementation.

Research further indicates that consultancy support helps organizations develop structured onboarding programmes, establish permit monitoring systems, improve HR policies, and strengthen compliance frameworks. These interventions contribute to enhanced employee retention, reduced legal risks, and improved organizational performance.

### **Gaps in Existing Literature**

Despite the growing body of literature on employee retention, labour migration, and compliance management, several important gaps remain.

First, there is limited Nigeria-specific research examining the relationship between Third-Country National retention and employment permit compliance. Most existing studies focus on developed economies and broader migration issues, providing limited insights into the unique challenges faced by Nigerian organizations employing foreign workers. Given Nigeria's strategic role as one of Africa's largest economies and a major destination for expatriate professionals, there is a need for context-specific studies that reflect the country's regulatory, economic, and socio-cultural realities.

Second, much of the existing literature concentrates on the experiences of migrant workers and government institutions, with relatively little attention given to employers' perspectives. Organizations face numerous challenges relating to recruitment, retention, permit compliance, workforce integration, and operational continuity. However, these organizational challenges remain insufficiently explored in the Nigerian context.

Third, existing studies often examine talent retention and compliance management as separate issues. In practice, these two areas are closely interconnected. Delays in permit processing, uncertainty regarding immigration status, and non-compliance risks can directly influence employee satisfaction, commitment, and retention. There is therefore a need for an integrated framework that combines human resource management practices with compliance management strategies.

Fourth, limited empirical attention has been given to the role of management consultancy in addressing talent retention and employment permit compliance challenges. While consultants are widely recognized for their contributions to organizational improvement, few studies have explored how consultancy interventions can specifically enhance the retention of Third-Country Nationals and strengthen compliance systems in Nigerian organizations.

This study seeks to address these gaps by examining the challenges associated with retaining Third-Country Nationals in Nigeria, evaluating employment permit compliance practices, and proposing a management consultancy framework that integrates human resource management and regulatory compliance. By focusing on the Nigerian business environment, the study contributes practical and context-specific knowledge that can assist organizations, policymakers, and management consultants in developing sustainable solutions for foreign workforce management.

## **DISCUSSION**

The findings of this study strongly support the theoretical foundations of Lewin's Change Theory, Institutional Theory, the Resource-Based View (RBV), and Strategic Management Theory. Through management consultancy interventions, organizations were able to introduce structured onboarding systems, employee engagement programmes, compliance monitoring mechanisms, and workforce integration strategies that enhanced both Third-Country National (TCN) retention and employment permit compliance. Consistent with Lewin's Change Theory, consultants acted as change agents by helping organizations adopt and institutionalize new human resource and compliance practices. Institutional Theory was also

evident, as organizations improved their adherence to immigration and labour regulations through consultancy support, thereby strengthening their legitimacy and reducing regulatory risks.

The findings further support the Resource-Based View, which emphasizes the strategic value of human capital, organizational knowledge, and compliance capabilities. Organizations that invested in employee development, inclusive workplace policies, and compliance expertise achieved better retention outcomes and stronger operational performance. Similarly, Strategic Management Theory was validated through the proactive use of consultancy services to address workforce challenges, enhance adaptability, and build sustainable competitive advantages.

Empirically, the study identified several factors affecting the retention of TCNs in Nigeria. Economic and living conditions, including housing costs, security concerns, healthcare access, and family welfare, significantly influenced employees' decisions to remain with their employers. Administrative and regulatory challenges, particularly delays in permit processing and compliance procedures, were also found to affect workforce stability and organizational efficiency.

The study further revealed that inadequate access to professional consultancy services limits the ability of many organizations, especially Small and Medium Enterprises (SMEs), to effectively manage compliance and retention challenges. Participants emphasized the need for affordable consultancy support, improved government guidance, and digitalized permit management systems. These findings align with previous studies that highlight the importance of external expertise in strengthening compliance and workforce management practices.

Another significant finding was the role of inclusive human resource practices in improving retention. Organizations that implemented mentorship programmes, structured onboarding processes, cultural orientation, performance feedback systems, and employee development initiatives reported higher levels of employee satisfaction and commitment. Effective workplace communication, employee participation, and cultural integration programmes also contributed positively to retention outcomes by fostering trust, inclusion, and a sense of belonging among foreign employees.

Finally, the study found that organizations benefiting from legal advisory support and proactive compliance management experienced fewer regulatory challenges and greater workforce stability. Businesses that aligned their internal policies with immigration and labour regulations were better positioned to retain skilled foreign workers while minimizing legal risks.

In summary, the findings demonstrate that enhancing TCN retention and employment permit compliance in Nigeria requires a strategic combination of effective human resource management, regulatory compliance, organizational support systems, and professional management consultancy interventions. These elements collectively contribute to sustainable workforce management, improved organizational performance, and long-term business success.

## CONCLUSION

The findings of this study demonstrate that the retention of Third-Country Nationals (TCNs) and compliance with employment permit regulations are critical issues for organizations operating in Nigeria. The study revealed that employee retention and regulatory compliance are influenced by a combination of organizational, economic, legal, and social factors. Challenges such as complex immigration procedures, administrative delays, cultural integration difficulties, limited access to professional advisory services, and rising operational costs continue to affect organizations employing foreign workers.

The study further established that management consultancy plays a significant role in addressing these challenges. Organizations that engaged professional consultants were better positioned to develop effective human resource policies, strengthen compliance systems, improve employee engagement, and enhance workforce stability. Consultancy interventions were found to support organizations in managing employment permit requirements, implementing retention strategies, and aligning organizational practices with regulatory standards.

However, the study also found that many Small and Medium Enterprises (SMEs) face difficulties accessing professional consultancy services due to financial and resource constraints. This limitation increases their exposure to compliance risks, employee turnover, and operational inefficiencies. Consequently, achieving sustainable retention of TCNs and effective employment permit compliance requires a collaborative approach involving employers, management consultants, and government institutions.

Overall, the study concludes that organizations that integrate strategic human resource management practices with robust compliance systems are more likely to retain skilled foreign employees, minimize regulatory risks, and achieve long-term organizational success.

## RECOMMENDATIONS

Based on the findings of this study, the following recommendations are proposed:

1. **Organizations should strengthen employee retention strategies** through structured onboarding programmes, career development opportunities, mentorship initiatives, employee engagement systems, and cultural integration support for Third-Country Nationals.
2. **Employers should prioritize employment permit compliance** by establishing internal monitoring systems, maintaining accurate records, and ensuring timely processing and renewal of all immigration-related documentation.
3. **Businesses should engage management consultants** to provide professional support in areas such as compliance management, workforce planning, employee retention, and organizational development.
4. **Small and Medium Enterprises (SMEs) should adopt collaborative approaches** such as shared consultancy services, industry partnerships, and professional advisory networks to reduce the cost of accessing expert support.
5. **Government agencies should improve the efficiency of employment permit administration** through digitalization, streamlined procedures, and clearer communication of immigration and labour regulations.
6. **Government should provide capacity-building programmes and support mechanisms** that help organizations, particularly SMEs, understand and comply with employment permit requirements.
7. **Management consultants should develop affordable and scalable service packages** tailored to the needs of SMEs, including compliance toolkits, training programmes, policy development support, and virtual advisory services.
8. **Organizations should promote diversity, inclusion, and cultural awareness** by implementing policies that encourage equal opportunities, employee participation, and positive workplace relationships among local and foreign employees.

The implementation of these recommendations will contribute to improved talent retention, stronger regulatory compliance, enhanced organizational performance, and sustainable workforce management in Nigeria.

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