

## Employee Engagement and Talent Retention: A Review

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**Abstract:** This study examined employee engagement and talent retention. The objective of the study is to examine the influence of employee engagement on talent retention. Other specific objective is to determine the influence of cognitive engagement on employee competence, to determine the influence of emotional engagement on employee satisfaction and to determine the influence of behavioral engagement on employee turnover rate. The dimensions of employee engagement was reviewed as cognitive engagement, affective engagement and behavioral engagement while the measures of employee retention was reviewed as employee competence, employee satisfaction and employee turnover rate. The study revealed that engaged employees often experience positive emotions (e.g., happiness, joy and enthusiasm). Engaged employees experience better health, create their own job and personal resources which enhance their competence and thus enhance talent retention. The study thus concluded that there is a practical and literal relationship between employee engagement and talent retention. The study thus, recommended that organizations should from time to time investigate employee behavior in order to manage it properly and adequately. Organization's plan of action should be intentional towards employee engagement for business success. While applying adequate retention strategies, organizations should be proactive and rational in order to identify and classify talented employees for retention.

**Keywords:** Employee's engagement, Talent retention.

## INTRODUCTION

Employee retention and engagement levels are two key factors that employers often make every effort to influence by introducing strategies to achieve improved engagement and retention. Utilizing talent management to realize this objective is an essential step to achieving this (Agarwal, Datta & Beard, 2012). Building a motivated and engaged staff through improved personnel management is a tried-and-true method of implementing employee engagement and retention tactics (Ajzen, 1991). To stabilize their personnel, leading businesses often incorporate talent management and employee engagement into their core business strategies (Agarwal, Datta & Beard, 2012).

Employee engagement, according to Agarwal, Datta, and Beard (2012), is the process of fostering an environment at work where workers feel motivated and equipped to do their best work. This suggests that employee engagement goes beyond simply having a happy or content staff. Although employee happiness is a key component of employee engagement, building a really engaged workforce requires addressing factors like communication, teamwork, and wellbeing to achieve your goals (Akkerman, Sluiter & Jansen, 2015).

The goal of the employee engagement strategy is to increase engagement by coordinating with employee retention initiatives. The ability of a business to keep its current employees by utilizing employee engagement as a retention tactic is referred to as employee retention. (2015) Akkerman, Sluiter, and Jansen Companies frequently launch employee retention initiatives with the goal of creating and sustaining a culture where current employees feel supported

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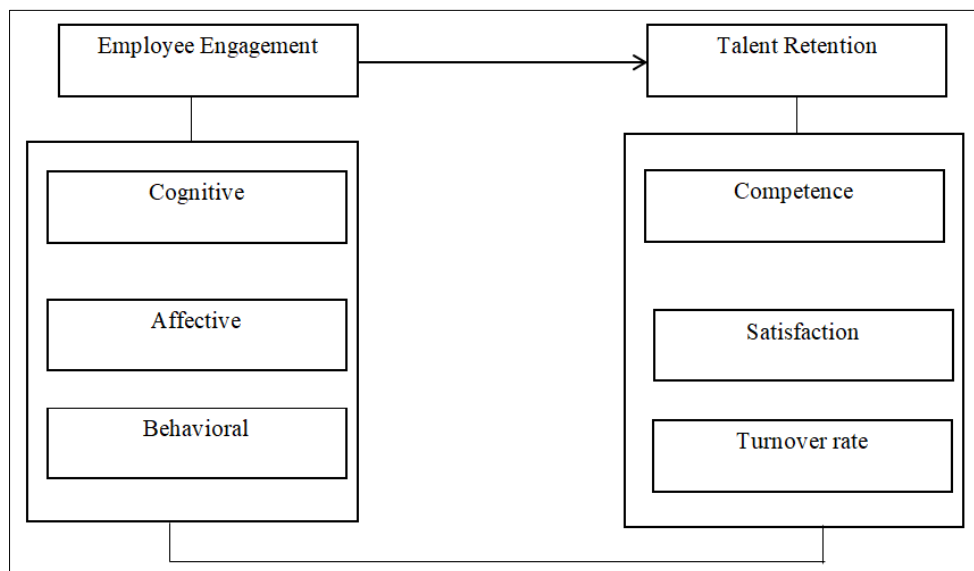
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and desire to stay with the business. Retaining current employees lowers the high expenses of hiring new employees as well as the time and effort needed to train them (Akkerman, Sluiter & Jansen, 2015). Surprisingly, 90% of the workforce believes that a policy on employee engagement would contribute to their improved general wellbeing. Employees who are engaged are more enthused and fascinated than disengaged Employees. According to a study by Akkerman, Sluiter, and Jansen (2015), organizations should use the highly creative energy of these engaged individuals to promote their wellbeing and improve performance. Despite the ambiguous relationship between employee happiness and productivity, it is widely accepted that happy workers are motivated and effective. Because engaged workers care more about their jobs, are more driven, and go above and beyond what is expected of them to support the organization's survival, engagement has grown in importance among scholars (Allen, 2015). It is anticipated of workers who are involved in their work and satisfied with their careers that they will also be content in their personal lives. Furthermore, a crucial criterion for assessing a person's career as a whole is job satisfaction, which is viewed as an alternative to one's alleged quality of work life. Uncertainty and complexity are characteristics of the modern workplace. Only those individuals who are upbeat, cheerful, and extremely adaptable can survive and function well in such a rigorous work environment. Talent retention, according to Akkerman, Sluiter, and Jansen (2015), is the process of keeping personnel on board with the company for an extended period of time. In actuality, all organizations strive to retain new hires for a long period by developing them into professional workers. It is crucial to develop and put into practice tactics that will keep employees engaged and, as a result, retain talent. In light of the aforementioned, this study aims to investigate talent retention and employee engagement.

**Statement of the Problem**

Employee engagement has a lot of challenges attached to the process. Among these challenges are issues bordering on determining employee’s knowledge, perception and values; including their level of happiness, joy, enthusiasm and behavioral pattern. Where these engagement levels are not clearly evaluated and improved upon, organizations will have dis-engaged employees resulting to low performance and productivity. Understanding that talent retention is important so as to avoid the cost of frequent hiring and re-training, organizations, must implore relevant employee engagement strategies to retain talented employees. It is important that employee engagement should be evaluated by considering employee’s cognitive, emotional and behavioral engagement. If these dimensions are envisaged, talent retention should be measured based on talents’ competences, satisfaction and turnover levels. Thus this paper seeks to examine the influence of employee engagement on talent retention.

**Conceptual Framework**



**Fig. 1.1**

Source: Researcher conceptualized, 2021.  
Adapted from Konard, (2016)

**OBJECTIVE OF THE STUDY**

The objective of the study is to examine the influence of employee engagement on talent retention. Other specific objective is:

- i. To determine the influence of cognitive engagement on employee’s competence.
- ii. To determine the influence of emotional engagement on employee’s satisfaction.

- iii. To determine the influence of behavioral engagement on employee's turnover rate.

### **Significance of the Study**

The outcome of information derived from this study will help academicians, organizations and other institutions to evaluate and improve on their employee engagement and talent retention strategies. It will be of significance value to organizations as it will provide adequate knowledge on employee's engagement and talent retention which enhances organizational productivity and performance.

## **METHODOLOGY**

This study is a position or opinion paper not an empirical study. This study elicits information from published article, unpublished materials, thesis and dissertation.

## **LITERATURE REVIEW**

### **Conceptual Review**

#### **Concept of Employee Engagement**

The concept of employee engagement is not entirely new as many researchers and organizations have been studying it for some time using different terminology and slightly different definitions (Lockwood, 2007). Employee engagement has been defined as the extent of one's commitment (Lockwood, 2007). Employee engagement is a multi-dimensional concept with cognitive (or rational), emotional (or affective), and behavioral components (Konard, 2016). A definition of employee engagement that takes into accounts both emotional and rational factors was affirmed by the Towers Perrin Talent Report. According to Ampomah & Cudjor (2015), employees have three characteristic behaviors: (1) Employees "say" positive things about their organization to other employees and customers; (2) Employees have a desire to "stay" in the company; and (3) Employees "serve" the company by exerting additional, discretionary effort. In the 2003 Towers Perrin Talent Report, employee engagement was assessed across 40,000 Employees (just under 36,000 in the Nigeria. and approximately 4,400 in U.S). According to the research, 17% of workers were very engaged, 64% were moderately engaged, and 19% were disengaged. Senior executives among these workers had the highest rate of employee engagement, while hourly workers who were not in management had the lowest percentage. In the quest to comprehend and characterize, both qualitatively and quantitatively, the nature of the interaction between a business and its employees, employee engagement is a vital notion. An employee who is "engaged" with their work is one who is enthusiastic and fully invested in it and who acts favorably to advance the reputation and goals of the company.

An engaged worker is supportive of the business and its guiding principles (Antony & Kumar, 2016). In contrast, a disengaged employee could be doing the bare minimum of labor (known as "coasting") or aggressively harming the productivity and reputation of the organization. Therefore, it stands to reason that an organization with "high" staff engagement would outperform one with "low" employee engagement (Antony & Kumar, 2016).

#### **Dimension of Employee's Engagement**

According to Konard (2016), the following are the dimension of employee engagement:

##### **Cognitive Engagement**

Cognitive refers to an information processing view of an individual's psychological functions. According to a 2008 study by the employee research consultancy firm ISR, affective and cognitive employee engagement were equally important to organizations in terms of driving financial performance. This was especially true if employees supported and understood the company's strategy and the direction it was heading.

Cognitive engagement is not a well-defined construct in either the applied or academic literatures of all the proposed dimensions of engagement, it is the least well defined in scope and consequently has no associated measure. Konard (2016) assert it as a notion of lively awareness, intellectual caution and a sense of finely tuned perception and interest. In much of the practitioner literature, it is referred to as rational engagement, or the intellectual commitment people have to their organizations (Babbie, 2010).

In other to expatiate the notion 'intellectual commitment', cognitive engagement might also be described as an understanding of goal and role clarity (Bakker & Demerouti, 2007); an understanding of the organization's objectives, successes and failures referred to as Line of spectacle (Bakker & Demerouti, 2007); as well as an outcome of a rational assessment of organizational information in terms of the implication for the individuals well-being (Bakker & Demerouti, 2007). Cognitive engagement would appear to be principally an individual's understanding of their role in the context of the organization's goals and objectives. As argued by Baumruk (2004), if workers perceive themselves as effective contributors to the company's goals or objectives, they are more inclined to perform at a higher level.

Cognitive engagement defined in relation to understanding how to contribute to an organization's objectives, is debatably consistent with employees understanding of why their contribution matters or how it affects others employees who understand how feelings of belonging and contributing to an organization's strategic goals are more likely (or fit). Prior research in this area: specifically, job design (Bhantnager, 2007); role clarity (Bhatnager, 2007), and perceived fit (Bisht & Thapliyal, 2016) indicate that employees want to see how they fit with or contribute to the organization. This suggests that cognitive engagement may be involved to employee effectiveness and retention. Thus there are multiple reasons to expect that aligning it's crucial to align personnel with the company's tactical goals. Human Resource professionals and academics to investigate.

### **Affective Engagement**

Affective engagement refers to the experience of feeling or emotional connection to one's organization; or something or someone within it (Kahn, 1990). The term affective infers an instinctual reaction to stimulation. A preceding cognitive process in which a variety of content discriminations are made and features are discovered, valued, and weighted for their contributions forms the foundation for a post-cognitive and affective reaction such as liking, disliking, trust, or commitment (Bosweel, 2006). Boswell & Boudreau (2010) argue that an observer's emotional reactions to a target are an outcome of cognitive appraisals. Affective engagement usually referred to as affection for your job, is the type of engagement that happens when you have a deep emotional connection to your company and the work you do. You most likely will feel a real desire to work there since you agree with the organization's objectives and guiding principles. The likelihood of a worker feeling pleased and content with his employment increases if he appreciates his work. His sense of affective engagement is likely to rise as a result of his enhanced job satisfaction. Effective teamwork can motivate employees and improve employee performance, self-sufficiency and self-efficacy through team autonomy, significance, satisfaction and cohesion with the team members (Griffin, Patterson & West, 2001). Affective engagement is a term that refers to a worker's propensity to remain at a company because of their emotional attachment to the firm. Understanding the parts of affective engagement could help an industrial or organizational psychologist provide improved services during their session with workers who are unsure of their futures, undecided about a new opportunity or frustrated with their current place within a business. An employee's emotional connection to the company is known as affective engagement. This denotes a high level of active engagement on the part of the employee. Additionally, there is a good possibility that an employee will be in the company for a while.

Active engagement also refers to a worker's involvement in organizational tasks, such as attending meetings and debates, contributing insightful ideas or proposals that will benefit the business, being proactive at work, etc.

### **Behavioural Engagement**

Bryman and Bell (2007) describe behavioral engagement, as adaptive actions with an organizational goal in mind. This dimension of engagement is seen as directly observable behavior in the work context and includes innovative behaviors, initiative, proactive behaviors and going above and beyond what might otherwise be expected. From this viewpoint, behavioral engagement is seen as adaptive behavior. This viewpoint is consistent with Kahn's (1990) position on the behavioral manifestation of engagement. Kahn specifically emphasized the adaptive requirements of modern organizations, and described engaged employees as those who were able to adapt, take initiative and be responsive in ever changing circumstances. Kahn (1990) and others (Cable & Judge, 1996) place a caveat on the idea of discretionary effort, and argue that behavioral engagement refers to how well employees express themselves vigilantly and competently within their roles and are psychologically present (Kahn, 1990), rather than the idea that doing more than expected.

Interestingly, Cable and Judge, (1996) did not address the notion of turnover in their discussion of behavioral engagement, despite their positioning of behavioural engagement as strategically focused and bounded by organizational purpose and relevance. This is contrary to most other portrayals. Behavioral commitment and discretionary effort is variously expressed as: pride in the organization and willingness to extol its virtues; and intent to remain with the organization (Chandrashu & Sinha, 2012); in addition, discretionary effort, that is, being prepared to take further measures the normal role requirements.

Academic research conducted in related organizational behavior fields also informs the dimension of behavioral engagement. For example, social exchange theory explains how employees, if they perceive that their organization values their contribution and cares about their well-being, develop a 'felt obligation' to reciprocate with pro-social attitudes and positive behavior in the form of increased commitment, extra-role behaviors, and decreased turnover.

### **Concept of Talent Retention**

The ability of a business to retain its talented workforce is referred to as talent retention (Gorman, 2003). A straightforward statistic, such as a firm keeping 80% of its personnel over a specific length of time, can be used to

illustrate talent retention. However, many people relate employee retention to the initiatives taken by businesses to keep their personnel intact. Retention becomes the tactics rather than the result in this sense (Gratton, 2004).

According to Gorman (2003), efforts to retain employees should concentrate on retaining valuable and contributing individuals and making a differentiation between high performers and low performers. Employee turnover is a sign of more serious problems that still need to be addressed, such as low morale among employees, a lack of a clear career path, a lack of recognition, strained relationships between employees and managers, among many other problems. Another reason why a worker can leave their position and start seeking for new employment is a lack of dedication to their employer and job. Pay may not always have as much of an impact on turnover as is commonly thought.

Employers typically want to reduce employee turnover because it lowers training costs, recruitment costs, and the loss of talent and organizational expertise.

Employers can increase retention rates and lower the costs of high turnover by putting the lessons learnt from fundamental organizational behavior ideas into practice. This isn't always the case, though. Employers can aim for "positive turnover," in which case they only keep the top performers within their workforce.

### **Core Elements of a Talent Retention Strategy**

According to (Gorman, 2003) the core element of talent retention include:

#### **Incentives**

An incentive system is meant to motivate or reward a person working within an organization. Depending on the organizational culture and the line of work, different incentives can have different effects, and this is the fundamental aspect to consider in a talent retention perspective.

For instance, incentives should take into account the fact that a firm operates in a highly inventive environment and rewards original discoveries or insights for a new product or customer group. The motivation and trust of someone whose job it has been to deliver new learning insights would be broken if incentives were instead dispersed according to profit. This would result in incoherence between incentive and culture. Financial incentives are the ones that come to mind first when considering incentives in general, but research has shown that non-financial ones (such as working from home one or two days per week, the opportunity to pursue personal projects, easing someone's work-life balance, etc.) have much stronger effects. By offering this kind of rewards, you may build relationships and trust with your customers and employees. While money incentives are available to everyone, specialized non-monetary incentives are only appropriate for your business.

#### **Career Development Possibilities**

Possibilities for internal career development are a significant source of a person's dedication and faith in a company. The viewpoint in a traditional pyramid hierarchy has always been up or out. You had to wait till a position above you opened up if there wasn't one already.

It is simple to understand how harmful this strategy is: if going up was not an option, the only choice left was to leave. People will perceive more opportunities for personal and professional growth within the company if it instead lays out plans for promoting them or moving them to a different role – through restructuring, opening new units, bundling units, or creating matrix structures, for instance. This would have a significant impact on talent retention.

#### **Organizational Culture Awareness and Fit**

Organizational culture is a crucial factor in talent management as a whole as well as in terms of talent retention. Whether it is planned and regulated or not, a company's culture (or cultures, as there may be several belonging to various units) is there. This causes it to be felt and seen in people's actions and work. Anyone, of course, wants to stay where they feel they belong, and vice versa. In our perspective, then, you must not only be aware of what culture or cultures exist within your company, but you should also be able to coherently communicate it to people and make sure that the fit is maintained over time. This is typically accomplished by establishing an open and transparent internal communication system between departments and across levels of hierarchy, as well as by demonstrating consistency in culture, which means that everyone, including top management, is expected to uphold certain ideals.

#### **Employee Competence**

A way to handle both the technical requirements of a profession and the harder-to-define behavioral standards of a work, also referred to as the "soft skills," is through competencies. There is nothing soft about these talents, though, and a clear set of competencies can aid a company in more effectively assessing and measuring employee performance. Competency-based evaluations are an established best practice that should be adopted, not a recent novelty or trend.

Employee competency evaluations have been around long enough to have weathered the test of time and have established themselves as a highly valuable tool in the toolkit of a human resources professional. Employee competencies are a collection of particular, well-defined skills and behaviors that are used to outline a company's performance standards for a job or the culture of the organization as a whole. There are numerous tools available to human resource specialists that may be used to create and tailor a list of skills that their company can claim as their own (Gorman, 2003). The usage of employee competencies is very flexible. They can be incorporated into employee communications like as performance reviews, hiring procedures, succession planning, and on-boarding orientations. Guirdham (2002) argue that employee competence can be improved via:

1. **Tailor training resources to the needs of your staff:** You must have a thorough understanding of current employee benchmarks before implementing a training program to enhance existing skill sets and develop new ones. According to Gorman (2003), managers need to be aware of the precise capabilities of their employees. They should also be aware of the employees' destinations and their transportation requirements. Setting goals begins with the annual review process, and insightful evaluations begin with reliable measurements, first-rate record keeping, and intelligent analysis.
2. **When it comes to training programs, discriminate carefully:** Not every training module is made equally. Once you are aware of the training requirements for your staff, conduct some research to identify the resources that best suit your company's operating system, culture, and environment. While some modules might appear to match the bill, take a closer look. Avoid wasting allotted funds on a program that your staff won't stick with or use (Gorman, 2003).
3. **Allow your employees to guide the process:** Maintain open lines of communication and urge management to do the same. By doing this, you'll be ready if employees ask for particular training or educational materials that will assist them in achieving their individual career goals.
4. **Set clear expectations and document progress:** Employees and managers can build competency development plans, set expectations, monitor results, and track progress using automated systems. In addition to keeping workers on task, having a platform for accurately documenting competency growth establishes clear performance standards for workers to adhere to and provides managers with the instruments necessary to measure and evaluate outcomes (Hackman & Oldham, 1976).

### **Employee's Satisfaction**

According to Gorman, (2003), employee's satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction is typically measured using an employee satisfaction survey. Employee happiness may be influenced by a variety of factors, including as pay, workload, management perceptions, flexibility, cooperation, and resources.

Companies that want to keep their employees happy and lower turnover should consider all of these factors, but employee satisfaction is only one component of the entire solution. In fact, some companies believe that happy employees are those who would be better off without them. High performance or involvement is not prerequisites for satisfaction. High performers are frequently demoralized by HR ideas and practices intended to increase employee satisfaction. Employee engagement and employee satisfaction are conceptually similar, and many people use the phrases interchangeably. For a business to make strategic decisions to develop an engagement culture, it is essential to understand the distinction between satisfaction and engagement. The fundamental requirements and concerns of employees are met by employee satisfaction. It is a good starting point, but it usually stops short of what really matters.

### **Employees Turn over**

When we talk about employee turnover, we mean the number of employees who leave an organization over a specified timeframe, typically one year. Employee retention, on the other hand, refers to the quantity of workers a company keeps over a specific time period (Hayward, 2011).

Since replacing staff can be quite expensive, many businesses keep careful tabs on turnover. Employee retention investments yield larger returns than acquisition investments, just like investments in consumer retention do (Gorman, 2003). Retention is a crucial indicator of employee satisfaction and engagement and can even give an employer an advantage over rivals. After all, a company losing staff is usually an indication that something is wrong. Compare this to a business that has a team that has a track record of developing their abilities, knowledge, and relationships over time.

### **Employee Engagement and Talent Retention**

According to Gorman, (2003), there are at least four reasons why engaged employees perform better than non-engaged employees. First, engaged employees often experience positive emotions (e.g., happiness, joy and enthusiasm). Second, engaged employees experience better health. Third, engaged employees create their own job resources and personal resources. Fourth, engaged employees transfer their engagement to others. In a hostile work environment, engagement fosters a sense of loyalty while also boosting employee trust and retention. It has been demonstrated that

employee engagement significantly affects productivity, profitability, and talent retention (Bhatnagar, 2007). Bakker and Demerouti (2007) proposed four reasons why engaged employees perform better than unengaged employees. First, it was discovered that motivated workers felt positively about their work, which in turn increased production. Second, engaged workers were observed to be more receptive to job offers, as well as more assured and hopeful (Bhatnagar, 2007). Third, employee well-being is positively correlated with engagement, which results in improved performance (Bakker & Demerouti, 2007). Last but not least, motivated workers are more productive since they can generate their own resources. In their study of highly skilled Dutch technicians, Bakker & Demerouti (2007) discovered that personal resources (optimism, self-efficacy, and organizational-based self-esteem) linked to higher levels of work engagement. A study by Mxenge, Dywili and Bazana (2014) investigated the effect of job engagement on employees' intention to quit among administrative personnel at the University of Fort Hare. The results show that job engagement is significantly related to employees' intention to quit (Gorman, 2003). Gallup (2012) research has shown a strong link between lower engagement scores and higher employee intention to quit. Results indicated that those in the bottom quartile had higher annualized intention to quit than top quartile firms.

Agarwal, *et al.*, (2012) carried out a study to examine the relationships among leader member exchange, innovative work behavior and intention to quit. According to the findings, employee engagement is influenced by the caliber of communications between them and their immediate superiors. The type of talent retention is influenced by employee engagement. The ability of a company to reduce talent turnover—the cycle of employees leaving and being hired—by setting up particular mechanisms or incentives is known as talent retention. Financial rewards are the most direct yet, it would seem, not the most successful. This is built on developing a relationship of trust and respect between the individual and the company, not just on a financial transaction. In order to increase the likelihood that the most valuable talents are attracted, developed to their full potential, and retained within the organization to provide the intended benefits to the organization, a sound strategy must be broad enough to account for different personality types and sufficiently integrated with coaching, talent acquisition, and talent development. Talent retention can be broken down into a few key duties, but it also needs to take into consideration any tasks that have a big potential for impact. These include things like talent development and talent acquisition, as its effects are also felt in this situation.

## **THEORETICAL REVIEW**

### **Expectancy Theory**

Expectancy theory was proposed by Victor Vroom in 1964. This theory is predicated on the idea that people alter their behavior in an organization based on the likelihood that their desired goals will be attained. The people alter their actions in a way that is most likely to help them achieve these objectives. This theory underlies the concept of employee commitment and engagement as it is believed that employee commitment and engagement is influenced by the expectations concerning future events (Salaman *et al.*, 2005). The theory further argues that there are two distinctive sets of factors affecting employee attitudes towards job and motivation. Factors in the first group are motivators (intrinsic) and consists of the following elements: achievement, recognition, work itself, responsibility, advancement and growth. The second group of factors are classified as hygiene factors (extrinsic) and include supervision, company policy, relationship with (peers, subordinates, supervisor) working conditions, salary, personal life, status, security.

### **Join, Stay, Leave Model**

Understanding the environment is the first step for businesses and employers to take when creating a long-term retention plan. Organizations should comprehend the factors that influence an employee's decision to join, remain with, or depart a company. This join, stay, and leave model is comparable to a three-legged stool, meaning that organizations will be unable to develop an effective retention strategy without data on all three.

### **Why Employees Join?**

Employees are frequently drawn to a company because of the position's appeal. However, finding applicants is one part of the issue; another is keeping employees. It's crucial to know what your potential employees want from their jobs and to check that your expectations are realistic as you go through the hiring process. When offered realistic work previews, high-performing employees are more likely to be kept on. When employees discover a discrepancy between the situation and what they were previously told, organizations that oversell the position or company are only benefiting themselves. Employers should resolve any initial disputes or misunderstandings to evaluate retention and increase an employee's time spent with the company.

When employees conclude that the position was not necessarily what they had envisioned, early trust breaches might be identified via new-hire surveys (Gorman, 2003).

### **Why Employees Stay?**

The reasons why employees decide to stay with a company and the reasons they decide to depart are both crucial to grasp. According to recent studies, employees build a network of contacts and relationships as they get

involved in their professional and civic lives. These connections encourage workers to invest more time in their occupations, and when an employee quits a job, these social networks are severed or rearranged. Employees are more likely to stick around if they are more integrated into the company. Additionally, the more comfortable individuals feel in their jobs, the less likely it is that they will look for employment elsewhere. Employers can learn why workers stay by interviewing high performers about their stays. An organization's existing work environment and its effects on its high-performing personnel can be gauged using a stay survey. Employers who are worried about employing stay interviews excessively might still get the same outcome by emphasizing continuing conversations with staff members and asking them probing questions about their motivations for staying and their ambitions (Allen, 2015).

### **Why Employees Leave?**

Organizations can better serve their current workforce and have an impact on future decisions by understanding the causes of employee departure. Low commitment and satisfaction are frequently the causes of low withdrawal symptoms, which include thoughts of quitting in search of more alluring options. Exit interviews, when conducted properly, may be a fantastic resource for learning why people depart. Employees frequently hold back their opinions out of fear of reprimand or endangering any potential future references (Gorman, 2003). Better income, greater hours, and better opportunities are the most frequent causes for leaving the company for employees.

These usual explanations for leaving frequently point to a much more serious problem that employer should look into further. Employers can gather more precise and measurable data by conducting interviews with neutral third parties and/or by asking pertinent questions. Contrary to what most organizations think, employees frequently quit because of their relationships with managers and/or how they are treated, not because of money, as this is frequently a response that people are reluctant to directly express to their employer.

### **Herzberg's Theory**

The motivator-hygiene (Herzberg's) idea is an alternative to Maslow's hierarchy of needs in terms of motivation. While there is some overlap between the theories, each model's core assumptions are different. Herzberg's findings show that elements promoting job satisfaction are distinct from those causing low job satisfaction and high employee turnover, contrary to Maslow's hierarchy, which suggests that adding or removing the same need stimuli will increase or decrease the employee's contentment. Motivators and hygienic elements are separate categories in Herzberg's hierarchy of demands. Motivators are frequently unanticipated rewards that encourage the drive to do well, similar to Maslow's hierarchy. Expected circumstances are one example of a hygiene component that, if not met, would lead to discontent. Bathrooms, illumination, and the necessary instruments for the job are a few examples of hygiene factors. In order to enhance employee engagement and retention, employers must use techniques of positive reinforcement while upholding the standards of hygiene.

### **EMPIRICAL REVIEW**

Agarwal, Datta, Beard (2012) conducted a study and determined the relationship between employee participation and employee retention. The moderating factor employee compensation influences employee participation on employee retention practices. Allen (2015) conducted a study on retention strategies which are adopted in Chennai IT industry.

The significance of employee retention and its effects on organizational work force are emphasized in this research. Retention encourages commitment and involvement in terms of employees and their involvement towards work. Baumruk (2014) conducted a study and evaluated the various factors which are involved in employee retention and management. Customer liking, customer management and customer relationships also play an important role in employee retention. The employee commitment, readiness and trust, repurchase intentions are behavioral and cognitive factors which lead to retention. Bhatnagar (2007) conducted a study and evaluated the role of employee retention on organizational cost and performance. In this study, they had concluded that substantial costs in hiring employees, training and development could be saved if the good working employees are retained in the long run. Bisht, Chaubey and Thapliyal (2016) said that employees must be motivated to collaborate ideas and their opinions on functioning of the organizations. They need to be inspired if the suggestions lead to increase in productivity and profits. This would create more employee involvement which would turn lead to commitment and later to employee retention as the employee would feel respected and proud that his suggestions are being implemented in the organization. Antony Joe Raja and Anbu Ranjith Kumar (2016) conducted a study on employee retention and emphasized that there is a need for employee oriented monetary and reward programs which would make the employees feel emotionally connected and committed. Development and implementation of such reward, recognition and career development programs would make the organizations more profitable going forward and would also have sustained productive employees. Gorman, (2003) had said that organizations must focus on career oriented development programs which would enable them to be more committed to the company.



These career learning and career guidance programs would have positive impact on the organizational growth and development which would also enable employee retentions.

Babbie, (2010) conducted a study and evaluated the role of employee engagement in organizational performances. He elaborated that there is a need for effective communication strategy and connecting them with organizational goals and targets. Once, a clear communication is made and established, organizational commitment and engagement would result to employee retention.

### Gap in Literature

From the empirical reviews, Agarwal and Beard (2012) studied “innovative work behavior and turnover intentions: the mediating role of work engagement.” Baumruk (2014) studied “the role of employee engagement in business successes.” Bhatnagar, (2007) studied “talent management strategy of employee engagement.” These studies were in China, United States of America and India respectively. This constitutes a gap hence the researcher is examining employee engagement and talent retention in Nigeria.

## DISCUSSION OF FINDINGS

The existing studies show the different aspects of employee engagement and retention. Following the analysis of numerous research papers, a definition of employee engagement was developed, according to which an engaged employee is one who is driven, highly committed, ambitious, always looks for an extra edge, always sets a good example for others, and aligns his personal objectives with organizational objectives. Engaged employees always have a positive influence on organizational performance as such enhance talent retention; while un-engaged employees cause defective performance which have a negative effect on talent retention. Employee engagement reveals that factors like level of Employee engagement in highly correlated to the nature of job, communication ease, leadership styles, and trust level and job autonomy, level of motivation, work involvement, support from organization, performance appraisal, quality of work life, level of involvement in decision making, opportunity to grow are the strongest drivers of employee’s engagement. The quantity of training and development resources, organizational culture, the caliber of the leadership, employee feedback, and remuneration plans are all thought to affect how long brilliant workers stay with a company. In order to engage and keep competent personnel for a longer amount of time in this era of fierce competition, human resource professionals should use a combination of employee retention and engagement tactics. To determine the different employee engagement and retention tactics, additional theory and practical methods must be used in the future.

## CONCLUSION

The analysis came to the conclusion that there is a real and concrete connection between employee engagement and talent retention based on the evaluated literature. This study showed that firms looking to boost performance and productivity must pay close attention to reviewing and implementing employee engagement and talent retention initiatives. Because employees' preferences can vary quickly, firms need to be aware of and understand the cognitive, emotional, and behavioral levels of their workforce. The competences which include employee’s skill and knowledge should be ascertained, monitored and improved upon for top performance. Talented workers need to feel satisfied in order to properly integrate themselves into the operations of the company. It is essential to pay adequate attention to lowering staff turnover rates by consistently implementing new, effective retention techniques. Employee engagement has been found to have a substantial association with productivity, profitability, and talent retention, according to Bhatnagar (2007).

## SUGGESTIONS

The following recommendations were borne out of the literature review:

- i. Organizations should from time to time investigate employee’s behavior in other to manage it properly and adequately.
- ii. Organization’s plan of action should be intentional towards employee engagement for business success.
- iii. While applying adequate retention strategies, organizations should be proactive and rational in other to identify and classify talented employees for retention.

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