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Conclusion and Recommendations

Conclusion

The study has established that there is significant relationship between Career Management and Employee Engagement. The study also concludes that there is a relationship between Employee Turnover and Employee Engagement.

Recommendations

In light of the findings of the study, the followings recommendations were made: Managers must learn the importance of giving employees opportunity to advance in their career as it makes them happy and unwilling to resign. Training, development and education should be key functions in order to enhance employee commitment and improve future performance in the long run. Effective and efficient talent management must be put in place. This implies; right recruitment, development, motivation and retention of talents to minimize Employee disengagement.

Table 2 summarizes the results of the correlation. This table reflects that Employee Engagement is positively correlated to Employee Turnover ($r=.615$, $P<.01$). The magnitude of the above discussed correlation is greater than 0.3 in the absolute terms, which shows the moderate correlations between the said variables. In the case of this correlation, the null hypothesis would be rejected and the alternative hypothesis would be accepted as the P-value is less than 0.05. This concludes that there is a relationship between Employee Turnover and Employee Engagement.

Table 2: Pearson Correlation Between Employee Engagement And Employee Turnover

		EE	ET
EE	Pearson Correlation	1	.615**
	Sig. (2-tailed)		.000
	N	150	150
ET	Pearson Correlation	.615**	1
	Sig. (2-tailed)	.000	
	N	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Where EE: Employee Engagement

ET: Employee Turnover

Discussion of Findings

This study has successfully assessed the various relationships between Talent Management and Employee Engagement. The findings which shows that there is relationship between talent management and employee engagement is in line with the work of Luthans and Peterson (2002) stated that Employee Engagement is a significant predictor of desirable organizational outcomes such as customer satisfaction, retention, productivity and profitability also Isiaka and Jimoh (2017) which their findings shown a positive and significant relationship between talent management and employee turnover. Bersin (2009) outlined that Talent Management leads to retention of quality people and contribute to the organization's sustainable competitive advantage. Many authors quoted in this study agreed to a large extent that Career Management and Engagement have a positive relationship. This shows that the study is consistent with previous work in the same subject area. In the course of carrying out this work, it was discovered that employees derive motivation from the task itself. As such, Career Management should be focused on ensuring engagement in their jobs so as to attain positive outcomes like job satisfaction and reduced employee turnover.

The method used in analyzing the data gathered for the purpose of this research is Pearson Product Moment Correlation analysis.

Data Analysis

Hypothesis 1

H₀: There is no significant relationship between Career management and employee engagement

H₁: There is significant relationship between Career management and employee engagement

The result of the correlation in table 1 reflects that Career Management is positively correlated to Employee Engagement ($r=.524$, $P<.01$). The magnitude of the above discuss correlation is greater than 0.3 in the absolute terms, which shows the moderate correlations between the said variables. In the case of this correlation, the null hypothesis would be rejected and the alternative hypothesis would be accepted as the P-value is less than 0.05. This concludes that there is significant relationship between Career Management and Employee Engagement.

Table 1: Pearson Correlation Between talent management and employee engagement

		CM	EE
TM	Pearson Correlation	1	.524**
	Sig. (2-tailed)		.000
	N	150	150
EE	Pearson Correlation	.524**	1
	Sig. (2-tailed)	.000	
	N	150	150

** Correlation is significant at the 0.01 level (2-tailed).

Where CM: Career Management
EE: Employee Engagement

Hypothesis 2

H₀: There is no relationship between Employee Turnover and Employee Engagement.

H₁: There is a relationship between Employee Turnover and Employee Engagement

recognitions), employee engagement, and employee retention within IT organizations in Selangor. This is a quantitative study. The research instrument comprises of a self-administered questionnaire. A convenience sampling technique was used for this research. A total of 581 respondents responded valid questionnaires and it gives an average response rate of 77 % for the study. Data gathered were initially analyzed using SPSS version 20.0. The findings of Pearson correlation analysis indicate talent management practices (managerial support, employee career development, and rewards and recognitions) have positive correlation with employee engagement.

Isiaka and Lukman (2017) carried out a study on Talent Management and Employee Turnover. The questionnaire was used to as the survey method of primary data collection. Correction coefficient and t-student distribution were methods used in the analysis of data gather. The study results showed that there is relationship between talent management and employee turnover.

Ali (2014) conducted research on effect of talent management on employee's retention. The research method is a descriptive survey. The population consists of staff of Istahan University in Iran. The sample included 280 employees, which were selected randomly. Data have been collected by a researcher-developed questionnaire and sampling has been done through census and analyzed using SPSS and AMOS software. The results indicate that there is a significant relationship between talent management, employee retention and organizational trust.

Methodology

In this study, survey research method was adopted. Survey research focuses on population for intensive study and analysis. Hence, to ensure that adequate and reliable data are obtained for analysis, questionnaires were used for data collection. The population of the study includes all the staff of Guaranty Trust Bank branches in Ilorin, Kwara State. The study used simple random sampling technique to select respondents so as to ensure that every member of the population have an equal chance of being included in the study. 178 respondents were drawn from the targeted population. The sample comprises of management staff, senior staff (both management and non-management) and junior staff.

Likert scale of five points was used to enable the respondents give their opinions to items in the questionnaire based on the following grades: Strongly Agree (SA) = 1, Agree (A) = 2, Undecided (UN) = 3, Disagree (D) = 4, and Strongly Disagree (SD) = 5. The data collected were analyzed using the Statistical Package for the Social Sciences (SPSS) to generate frequency distribution, tables and percentages.

safety or protection against fire, accident and economic securities against unemployment. An organization can influence safety needs by providing job security, pension plans, Insurance plans, safe and healthy working conditions, Nzuve, (2009). It was deduced that employees could be attracted to organizations that satisfied their safety needs by having job benefits such as pension plans and safe working conditions.

Next in the hierarchy is the social needs; man is a social being; therefore, he has a need to belong and to be accepted by others. Social needs include need for love and affection, association with and acceptance by various social groups (Saleemi, 2006). It could therefore be inferred that employees were attracted to work for an organization that satisfied their social needs by having good work-life balance as well as having good social net-working (Kelly, 2013). Self-esteem involve how others see us at work and can be enhanced by working for an organization with good employer brand and allowing employees to gain qualification at work. In addition, employees would be attracted to work for organizations that give them room to grow to their full potential thus realizing self-actualisation (Mwangi, 2009).

Equity Theory

The following theories were used to explain the concept of talent retention and organization performance; first was the equity theory of motivation as advanced by Adams (1965). The theory is related to the potential rewards that are promised to an individual. The major tenet of the theory is balance or equity. For example, an individual motivation level is determined by how he/she perceive equity, fairness and justice practiced by the management (Nzuve, 2007). The implication is that the higher the degree of employees perceiving fairness, the more they are motivated to perform and also their levels of commitment increases and hence they are loyal to the organizations and are likely to remain there for long. This theory is based on the assumptions that individuals are concerned both with their own rewards and also with the reward of others in the same rank, and employees anticipate that an organization will treat them with fairness and equitability in terms of the input they make and the reward they receive.

Empirical Review

Nurul, Norzanah & Roshidi (2014) conducted research on the Relationships between Talent Management Practices, Employee Engagement, and Employee Retention in the Information and Technology (IT) Organizations in Selangor. This study seeks to determine the relationships between talent management practices (managerial support, employee career development, and rewards and