

TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT: A STUDY OF GUARANTY TRUST BANK IN ILORIN METROPOLIS

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Abstract

It is commonly understood that engaged employees are motivated to contribute to the success of the organization. Literature also reveals that work engagement which comes from job satisfaction is derived from effective career management practices, which results in lower employee turnover and productivity of the organization. Survey research method was adopted. Simple random sampling technique was employed to select respondents from the stratum of managers and non-managerial staff from each branch of the Bank. While 178 respondents represent the study sample size. Data obtained were analyzed with the help of Statistical Package for Social Sciences (SPSS) software. Pearson Product Moment Correlation analysis was used to test the hypotheses at 0.05 level of Significance. The findings revealed that there is a positive and

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significant relationship between Career management and employee engagement and also that employee engagement and labour turnover are significantly related. The study concludes that career management has significant effect on employee engagement and invariably labour turnover in GT Bank Ilorin, Nigeria. The study recommends that Effective and efficient talent management must be put in place. This implies; right recruitment, development, motivation and retention of talents to minimize Employee disengagement.

Keywords: *Talent Management, Employee Engagement, Labour Turnover, Employee Commitment and Job Performance.*

Introduction

The concept of Talent management is a natural evolution of ‘human resources’ (HR). According to Josh (2006) the evolution ranged from personnel to strategic human resources to talent management. The term “talent” refers to a marked natural ability or skill. Thus, to a layman, talent management may connote the identification of inbuilt potentials of employees and the development of them to achieve organizational goals. However, in this context, “Career” is a more elaborate term as it is used to define highly skilled workers. As the name implies, Talent management is concerned with nurturing employee performance for future benefit of the organization. Meaning that its involves attracting the most skilled individuals in the right position that is, putting round pegs in round holes and developing them to enhance their potentials thereby creating a sense of loyalty to the organization in terms of employee commitment, engagement and job satisfaction.

It is clear that a well-motivate and engaged staff will be of great benefits and to the organization where they work. This will not only result to achievement of organizational goal but also help the organization to retain competence staff which will result to high performance and increase quality productivity. A study revealed that there is strong positive relationship between talent management and employee engagement in the sense that before employees are engaged it is proper for organization to subject them to training and continue development in order ti discover their skills and where they will be best fit in the organization.

In view of this, it has been observed that more emphasis is placed on performance than on competency because of the dangers associated with not meeting targets in the banking sector. Thus, employees are highly pressured to improve their present performance while little or no room is given for development of talent to improve future performance. This pressure is what brings about job insecurity, absenteeism, burnout and other traumas that cause disengagement in the workplace.

Hypothesis

H0: Talent management does not have significant relationship with employee engagement.

Significance of the Study

Three major areas have been identified as the area to be of great benefits from the study: firstly, it will be of great help for government in term of policy formulation, it will also serve as a guide in making or taking decisions as regard the banking industry. Secondly, it will go a long way to assist the banks Directors and Manager on how to discover, nurture and properly engage their staff for optimal return and lastly. It will help the future researchers on how and where to focus their research.

Literature Review

Conceptual Framework

Concept of Talent Management

Talent management is the use of integrated set of activities to ensure that the organization attract, retains, motivates and develops the people it need now and in the future (Armstrong, 2006). Warren (2006) talent management as the identification, development, engagement, retention and deployment of talent. It is also the means through which organization systematically identified the key positions within the organization which separately play a role in the development and gives the organization more strength to face their rival which give an organization hedges over is rivalry. Heathfield (2010) and SHL (2008) both conceived talent Management in the same way in the sense that they believed it all involved every aspect of human resource planning process ranging from Planning, recruiting, selecting, placement, orientation, training and development. For talent management to effectively take place

organizational must first attract right candidate, then retain excellence performance and start nurturing such talent for organization success.

Concept of Employee Engagement

It is the process of placing employee on a duties or engaging him/her in a particular activities as part of the production or service in the organization. Kahn (1990) viewed worker Engagement as the process of harnessing organizational members to their work. Roles in other to engage employ and express themselves physically, cognitively and emotionally during role performances. In another study engagement as where “an employee puts forward an innovative and cooperative attitude towards their job roles beyond what the organizations specified for them to carry out such roles with the overall aim of achieving organizational objectives”. Also, Schaufeli (2002) and Schaufeli and Bakker (2004) seen it as work related state of mind which is positive and fulfilling as well as characterized by dedication, vigor and absorption demonstrated by worker towards their job roles and performance.

Talent Management and Employee Engagement Overview

The word talent and management can only be effective only if employee or worker is engaged. Organization that fails to properly engage their staff cannot discover their employee talent and how to manage them. Most organizations are so interested about the future of their organization and to achieve this desire goal, there is need for strong relationship between the two variables. Different studies and research have been carried out on these two concepts particularly by the famous authority in the field yet there is need to align the two to individual local environment to check for the effeteness of this relationship.

Like what is obtainable in most of banks in Nigeria they believed that talent is the result of commitment failing to known that engaged employee may not be committed and there is clear difference between engagement and commitment. In fact most of these banks spent huge sum of money in training their staff with the believed that it is also one of the avenue of discovering talent. Talent management and Employee Engagement have a high degree of relationship based on the previous studies finding and also Gubman (2004) arguably that engagement is different from satisfaction that engagement means something that is external to the employee and primary to the organization that it effectives will lead to internal satisfaction to the employee once it

yielded desire result. The position is of the Gubman is that it is when employee are engage and successfully carry out his/her task that can only lead to satisfaction which all depend on the where employee or the organization place the employee and the nature of the task.

Theoretical Clarification

Human Relations Theory

This theory is about labour-management relationship. It tries to explain the kind of unitary affair between the worker(s) and management and indeed, no organization can properly manage talent without cordial relationship between the management and the employee. In human relations, the approach is inform of system where one part is depend on the other and if one part have problem it automatically affect the other part. This theory is trying to explain the relevant of human relations in the organization as one of the tool for effective engagement and nurturing talent. Whether employee is fully engaged or not is of less important than how they treated and the feeling they have about that organization.

Hierarchy of Need Theory

Maslow hierarchy is one of the famous motivation theories. It based his theory on the fact that there are five stages of satisfaction and once one is satisfied the other needs arise. Naturally, human being is always in need of something as rightly argued by Maslow, the more organization structure their plan towards this hierarchy the better their ability to satisfy this continue needs. The talented employee knows that the greater return of training is for the benefit of the organization and organization on the other hand should back it or complement it with training allowance so as to encourage employee cheerfully apply what they have learned in training. This theory is very relevant to this study in the sense that it gives a true picture to the organization on the likely needs of employee in each stage of their career ladder.

Equity Theory

This theory is based on the believed that employee motivation is solely on equality. They preferred equal treatment with their counterpart in the same industry, position and sector regardless of the extrinsic reward the employer may wish to offer. This theory make it clear that

organization should not just engaged employee to discovered their talent; they should also refocus their attention on the fact that fair and equity in the organization will go a long way to help them achieve their predetermine aim.

Empirical Review

Isiaka, Kadiri & 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 among the variable.

Ali (2014) carried out study on effect of talent management on employee retention. The study was carried out in one of the public university in Iran. The research method adopted was quantitative. The population consists of staff of Istahan University in Iran. The results find out that there is a strong link between and among the tested concepts as shown in the title.

Research Gap

Obviously, from the previous studies most of the research conducted in this area was mostly on talent management on employee turnover, retention or performance and it is only a limited studies carried out research on engagement. Also most of this studies were carried out outside the environment in which this present study is conducted its research and finally none of these studies use banking sector as their case study which make this current study unique and relevant.

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 random sampling technique to ensure equal chance and representation in the population. 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. The method used

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

Validity and Reliability of the Instrument

To generate accurate result, data gathering instrument must be valid and reliable. The study used Content validity of the scales in the questionnaires to ensure that every necessary information were covered and administer to the targeted respondents in the chosen bank. On the other hand, the instrument used was reliability in term of consistency obtaining similar result from respondents each time the instrument is used.

Data Analysis

Table 4.1.1 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

** . Correl. is significant at the 0.01 level

(2-tailed).

Where CM: Career Management

EE: Employee Engagement

The result of the correlation in table 4.1.1 reflects that talent 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 talent Management and Employee Engagement.

Discussion of Findings

The findings of this study is in line with the work of Luthans and Peterson (2002) stated that Employee Engagement is a significant factor of desirable organizational also Isiaka & Jimoh (2017) which their findings shown a positive and strong relationship between variables. Bersin (2009) also believed based on his study that talent management leads to retention of quality people in the organization thereby given organization advantage over it competitors. 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 talent Management should be focused on ensuring engagement in their jobs so as to attain positive outcomes like job satisfaction and reduced employee turnover.

Conclusion and Recommendations

Conclusion

In line with the findings of the study it was concluded that there is positive interlink between talent management and employee engagement.

Recommendations

The followings recommendations were made:

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

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