



## TALENT RETENTION: A THEORETICAL ANALYSIS OF EMPLOYEE ENGAGEMENT IN ORGANIZATIONS

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**ABSTRACT:** *This study examines the underpinnings of employee engagement as a critical factor in talent retention within organization. The methodology used for collection of data is a secondary source from materials like newspapers and other sources. A quantitative method was also used in guiding this study. The reviewed papers related to this study's findings found a significant relationship between employee engagement and talent retention in organizations. The results suggest that employee engagement initiatives boost organizational performance and competitive advantage. Employees who are engaged are innovative and continually seeking ways to improve. It has also been demonstrated that employee participation in decision-making helps firms retain talent. Employee decision-making has a direct impact on an organization's capacity to retain talent and achieve key business objectives. It was concluded that if organizations could engage good employees, it would improve productivity and retain the talented employees in the organizations. This would reduce turnover rate and improve performance in the organizations. It was recommended that organizations should develop a framework which demonstrate a commitment to promoting employees' professional development and provide clear opportunities for growth.*

**KEYWORDS:** Talent; Talent Retention; Employee Engagement and Organizational Performance.



## INTRODUCTION

Encouraging a joyful work environment often guarantees employees' continued growth and improvement as long as the appropriate services are provided to the right individuals to achieve the goals. Organizations deal with a wide range of difficulties, including organizational performance and employee retention. Organizations' ability to properly manage forthcoming crises has a substantial impact on their survival and success. However, the success of organizational performance is dependent on the retention of qualified employees. This is accomplished through talent management methods that, by attracting, supporting, nurturing, and retaining the best and brightest individuals, help the organization achieve its overall goals (Aina & Atan, 2020).

Talent is essential for improving and maintaining organizational success. Talent refers to a person's unique blend of talents, history, expertise, intelligence, and ability to grow and learn (Berger, 2004). Highly skilled staff members can achieve corporate goals with extraordinary efficiency and effectiveness. They are also highly motivated, which boosts employee engagement and provides the organization with a huge competitive edge while increasing productivity and profitability (Nafei, 2015).

Managing people involves creating high-performing, long-lasting organizations that meet their operational and strategic goals and objectives (Behera, 2016). The top five objectives of talent management are to identify, choose, develop, and retain employees. The demand for human resources will continue to drive talent management, giving the organization competitive advantage (Oladapo, 2014). To achieve and maintain a competitive advantage for the organization, talent development is the process of altering an organization, its stakeholders, employees, and groups of individuals within it through planned and unplanned learning.

Tanuja et al. (2022) found that organizations prioritize retaining essential personnel to ensure access to their whole knowledge set. As a result, firms are focused on improving their personnel management processes and systems to better manage their valued and diverse workforce. As a result, employee efforts are critical to any company's success. If the organization's employees have skills that set them apart from their competition, the company will have an edge. Talent management tactics have grown increasingly powerful in recent years due to their capacity to assist a company in establishing and maintaining a competitive advantage over its competitors.

In today's competitive environment, HR managers and acquisition managers face significant challenges in retaining good people. A talent management job is both important and hard (Tanuja et al., 2022). Hussain et al. (2022) posited that talent management has a large and positive impact on employee performance. Allameh et al. (2014) found that employee involvement improves employee performance. Studies such as those by Nzewi et al. (2015) and Harmen (2018) have shown a substantial relationship between organizational success and talent retention.

The level of employee involvement and talent management strategies enhances perceived persistent competitive advantages in a variety of comparable working settings, as well as public trust in the organization. To increase employees' competitiveness, managers should endeavor to improve their view of organizational fairness. This will encourage managers to actively focus on improving employee engagement and talent management methods.



Obedgiu et al. (2023) asserted that organizations encounter numerous hurdles and behavioral patterns that inhibit goal achievement, including staff engagement, efficiency, talent management, and high-performance expectations. To gain a competitive edge, efficient human resource management in areas such as job engagement, job satisfaction, and organizational efficiency is required (Obedgiu et al., 2023).

Similarly, one of the most significant challenges in recent years has been engaging employees due to academic misunderstanding over theoretical perspectives, conceptual definitions, and measuring procedures. Researchers and practitioners postulated that employee engagement is poorly established and understood in theory and practice (Lee et al., 2016; Li, Sun et al., 2020), owing to a lack of unified definitions and measurements in the public and private sectors.

Engagement does not mediate some of the relationships between talent management measures. It was discovered that employee engagement has a favorable but non-significant effect on employee performance via talent management. The literature has found positive, negative, and inconsistent impacts in industrialized nations and their manufacturing sectors. To fill this gap, this study will conduct a thorough examination of 'Talent Retention: A Theoretical Analysis of Employee Engagement in Organizations,' with the goal of identifying the best approaches to improve current practice. This is the gap for this study.

## LITERATURE REVIEW

High speed and competitiveness are two of the most critical pillars that businesses and organizations rely on to achieve their strategic vision (Almaaitah et al., 2020). One definition of talent is an individual's intrinsic ability to accomplish a certain task in a specific manner. A person's skill is defined as the sum of their intrinsic talents, abilities, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also considers a person's capacity for development and learning (Nafei, 2015).

“Talent” refers to the specific features, attributes, traits, or talents of individuals who use them to achieve business objectives (Sheehan, Grant, & Garavan, 2018). The concept of talent management has been seen as part of human resource management plans. Talent management is the implementation of integrated strategies aimed at improving and maintaining organizational performance by improving processes for attracting, retaining, developing, and profiting from people who have the qualifications and abilities required to meet current and future business demands. Whenever an organization has a vacancy, talent management can help find the most qualified employees to fill it with future leaders (Aina & Atan, 2020). Talent management also helps organizations operate better by providing crucial knowledge and methods for growth and change.

Furthermore, talent management is created in a way that is consistent with the organization's goals and vision, providing it with sustainability and a competitive advantage. Most academics who have studied the impact of talent management agree that it has a significant impact on the long-term viability of organizational performance (Aina et al., 2020; Dahshan et al., 2018; Almaaitah et al., 2020).

Schaufeli (2013), on the other hand, defines employee engagement as a construct composed of behavioral, emotional, and cognitive components related to a person's employment at work.



Employee engagement refers to an individual's level of involvement, satisfaction, and excitement about their work. When someone plays a role in their job, they are physically, psychologically, and emotionally compelled to express themselves. Employee engagement, as defined by these experts, is the state in which employees experience psychological involvement in their work, happiness, a sense of ownership over their work, a sense of connection to the organization, and a sense of meaning and purpose in their employment. This may improve employee performance as well as overall corporate productivity.

Mansor et al. (2023) observed that boosting employee engagement requires giving individuals opportunities to communicate with supervisors, coworkers, and the organization as a whole. It aims to foster an environment in which employees are motivated to engage in their work and genuinely care about the company's success.

Employee engagement refers to workers' emotional interest in their occupations, coworkers, and the firm as a whole, which can be tremendously advantageous (Omale, Mohammed, & Shettima, 2025). It signifies a strong link that motivates employees to go above and beyond their basic responsibilities and goes beyond mere job satisfaction. Employee engagement is another aspect of employer-employee interaction. To put it another way, employee engagement refers to employees' intellectual and emotional involvement in their firms (Amhalhal et al., 2015).

Furthermore, Yalabick et al. (2017) define employee engagement as a limited but comprehensive understanding of the relationship between the individual and their role. Employee engagement focuses on strategies to make employees happy and comfortable with their jobs, as well as the environment in which they work together. Furthermore, Amhalhal et al. (2015) define employee engagement as how well an individual performs at work in respect to or in alignment with the organization's goals. Their work performance is related to or linked with the organization's outcomes (Amhalhal et al., 2015).

The goal of engagement is to ensure that employees are motivated to contribute to the company's success, committed to its goals and principles, and capable of simultaneously increasing their personal well-being (Satata, 2021). Employee engagement is critical for corporate performance because motivated employees work hard to achieve company goals and objectives. Okafor, Ifekwem, and Adeyi (2019) define an employee retention strategy as a policy in place and supported by actions taken by the company to keep competent personnel from leaving. This might be interpreted as a company's strategy for retaining employees throughout their careers.

Employee engagement refers to the level of dedication exhibited by an individual. Employee engagement is a multidimensional concept with behavioral, affective, and cognitive components. The Towers Perrin Talent Report verified an employee engagement definition that takes into account both emotional and cognitive characteristics.

Ampomah and Cudjor (2015) observed that employees exhibit three separate behaviors: (1) speaking positively about the firm to customers and coworkers, (2) wanting to stay with the company, and (3) going above and beyond in their discretion to serve the organization. An engaged employee believes in the organization and its principles (Antony & Kumar, 2016). An unmotivated employee, on the other hand, may be "coasting" or intentionally sabotaging the company's output and reputation. As a result, it stands to reason that a company with "high"



staff engagement will outperform one with "low" employee engagement (Antony & Kumar, 2016).

Organizational performance, on the other hand, refers to how well a company operates overall and how successful it is in meeting its goals and objectives. According to Omale et al. (2024), it includes characteristics such as innovation, profitability, customer happiness, productivity, and employee retention. Maintaining a competitive advantage and long-term success necessitates high organizational performance. Organizations that focus on staff growth and recognition through learning achieve higher levels of engagement (Omale et al., 2024). Offering opportunities for skill development, career promotion, and mentoring programs demonstrates that employees' growth is appreciated. Furthermore, recognizing and rewarding staff accomplishments, large and small, enhances morale, motivation, and general engagement, leading to improved organizational performance.

Organizational performance refers to an organization's capacity to achieve its goals (Omale et al., 2024). Omale and Ojo (2025) opine that performance is an organization's ability to fulfill difficult goals and a measure of productivity through information sharing among employees. Profitability, growth, productivity, efficiency, and market share are among the metrics used to evaluate an organization's success (Oyenuga et al., 2024). Customer happiness is linked to employee engagement and to an organization's financial performance. Engagement occurs when a sufficient number of people are motivated to perform well and are interested in the organization's goals and strategies for achieving them.

### **Empirical Review**

Muhamad et al. (2023) used employee engagement as a mediator to investigate how talent management influences worker performance. 84 employees from the Bekasi manufacturing area contributed information via questionnaires. In this work, survey methods are integrated with a quantitative approach. Purposive sampling procedures were used to select participants from manufacturing companies in the Bekasi region. To test hypotheses and evaluate models, the collected data was investigated using structural equation modeling (SEM) techniques. These findings show how good talent management may increase employee engagement, which can lead to higher performance levels. Employee engagement plays an important role in mediating the interaction between talent management and employee performance.

The study of Tasneen and Salsabeel (2024) aim to highlight the link between talent management and organizational performance, as well as the role that employee engagement, retention, and value addition play in it. To fulfill the objectives, a sample of 374 participants from various management levels was drawn from Jordanian higher education institutions. The study analyzed data using the partial least squares structural equation modeling (PLS-SEM) approach. The results indicated that these variables were positively connected. The only non-significant component in this association was employee involvement. Furthermore, mediation studies on the relationship between personnel management and organizational performance revealed a significant positive influence of employee engagement, retention, and value creation. This study also confirmed future researchers' opinions and beliefs about talent management's influence. Research implications were presented in order to increase the usefulness of this study's findings and address the knowledge gap.



Nzewi et al. (2015) found a positive relationship between talent management and employee performance. The study discovered a significant relationship between employee performance and talent management. After testing, analyzing, and interpreting the data, the study concluded that employee talent retention and commitment will improve if high-performing workers are retained through compensation, recognition, achievement, adequate work content enrichment, work-life balance, exciting and challenging tasks, harmonious employment relationships, and satisfactory excellence. Furthermore, it was discovered that talent management is an important aspect in determining corporate performance and a competitive advantage, compelling businesses to reconsider how they manage the huge potential of their finest individuals.

Dyke-Ebirika and Amah (2022) looked at talent retention and employee engagement. Examining the impact of employee engagement on talent retention is the study's goal. Determining the impact of behavioral engagement on employee turnover rate, emotional engagement on employee happiness, and cognitive engagement on employee competency are some more particular goals. Employee competence, employee satisfaction, and employee turnover rate were examined as metrics of employee retention, whereas the components of employee engagement—cognitive, affective, and behavioral were examined.

Engaged employees frequently experience good sentiments such as happiness, excitement, and enthusiasm. Better health and self-sufficiency in work and personal resources are characteristics of engaged employees, which increase competency and, as a result, talent retention. The study concluded that talent retention and employee engagement are literally and practically related. As a result, the study recommended that organizations investigate employee behavior on a regular basis in order to manage it efficiently and appropriately. To achieve corporate success, an organization's strategy should include a conscious focus on employee engagement. Organizations should be proactive and logical when using effective retention approaches to identify and categorize brilliant persons for retention.

In the Eastern Cape Province, a study investigated how employees viewed the relationship between engagement and organizational performance. When an organization focuses solely on financial performance indicators, it typically fails to achieve long-term business success. To examine perceptions of organizational success, this study employed the balanced scorecard (BSC) approach, which includes metrics for learning and innovation as well as financial, customer, and internal operations. A quantitative research design with non-probability convenience sampling was used to survey employees ( $n = 428$ ) from private enterprises. The empirical data, obtained through multiple regression analysis, revealed that employee engagement had a positive and significant impact on all four BSC measures.

Mansor et al. (2023) study the relationship between organizational performance and employee engagement. To ensure representation from all levels and groups within the population, stratified sampling was adopted. The study included 103 respondents who worked for a private company in Johor. The analysis was conducted using the SPSS program. The connections between independent and dependent variables were measured using mean analysis and Pearson's correlation analysis. The study's findings revealed a substantial relationship between employee engagement and organizational effectiveness. It was suggested that future research consider a variety of areas for improvement.

Scholars such as Kadagoda, Mohammed and Ali (2016) investigated the HR strategies impact of talent retention on performance of private sector organizations in Srilanka. Purposive



sampling was employed to select 120 respondents and administer a questionnaire to them. Descriptive and inferential statistical approaches were employed for measurement in order to consider respondents' responses and make appropriate conclusions. With a focus on non-financial factors, the study assessed employee engagement concerning talent retention and organizational performance.

The findings show that private sector organizations had exceptionally high levels of job satisfaction and retail employee engagement. Nonetheless, it was observed that employees in retail enterprises struggled to strike a balance between their professional and personal lives. This study shows that, despite the association between work satisfaction and employee engagement, there is no relationship between job assignment, an important component of organizational performance and employee engagement. The findings indicate that job assignment is critical in keeping employees motivated and maintaining the longevity and profitability of enterprises.

### **Theoretical Framework**

Self-Determination Theory (SDT) serves as the study's guiding philosophy. The Theory of Self-Determination examines the motivational factors of employees in the mid-1980s. The SDT, which has been used in scientific and professional investigations on employee engagement. SDT refers to the innate or natural desire to act in a way that is both good and healthy. Human behaviors and employee engagement are linked to the SDT and the fundamentals of job engagement.

An employee's capacity to manage their own goals and habits influences their level of engagement at work. The SDT is linked to disengagement and personal involvement because an employee's behavioral state is a primary incentive for displaying behavior in both personal and professional contexts. Employee involvement influences an organization's productivity. Job satisfaction and employee motivation are related. Motivation is also linked to an employee's emotional state. Employee disengagement and defensiveness hurt work performance when people withdraw and hide their identities, beliefs, and feelings.

Managers of companies that adopt staff engagement strategies report higher customer satisfaction, productivity, and profit (Bowen, 2016), as well as lower employee accidents and turnover (Barrick, Thurgood, Smith & Courtright, 2014). To encourage employees to have a positive attitude toward their organization, business executives use the SDT concept.

### **METHODOLOGY**

Research methodology is a scientific and conceptual investigation of the method employed in a field of study, including the concepts, principles, and procedures utilized to do research. The logic of this study is that each variables of the study such as (affective engagement, job involvement and discretionary effort) when properly and adequately given attention will result in talent retention in organizations. The main research method used for the study was content analysis/secondary data, which allows for the gathering of large number of literature (qualitative data). That is data were drawn from secondary sources which include published materials such as journals and books, internet, reference materials and papers produced by the government. One of the advantages of qualitative methodology used for this study is that, it



allows the researchers to understand a phenomenon through a process of exploration of initial suspicious and development of preliminary theories (Trochim & Donnelly, 2008). The content analysis/secondary data as source used in this study is in line with (Palaniammal, et al 2015).

## **DISCUSSION OF RESULTS**

The results suggest that there is a significant relationship between employee engagement and talent retention in organizations. Employee engagement and retention boost organizational performance and competitive advantage. Employees who are engaged are innovative and continually seeking ways to improve. Their capacity to collaborate and be passionate about what they do enables them to achieve their goals more successfully, increasing productivity levels. The findings are consistent with those of Nafei (2015), who demonstrated that firms with a high degree of motivation increase employee engagement and provide a major competitive advantage while increasing productivity and profitability. Also, Hussain et al. (2022) concluded that talent management has a large and positive impact on workers' performance.

It has also been demonstrated that employee participation in decision-making helps firms retain talent. Employee decision-making has a direct impact on an organization's capacity to retain talent and achieve key business objectives. It promotes the growth of a skilled, motivated, and dynamic workforce that is ready to meet challenges head-on. Allameh et al. (2014) found that employee involvement improves employee performance.

Furthermore, the findings demonstrated that talent management improves employee job satisfaction. A pleased and engaged workforce boosts a company's brand and attracts additional potential employees. Without a doubt, happy and engaged employees produce more than their competition. Contented employees are more likely to be diligent, motivated, and enthusiastic about their professions. They work harder at what they do to improve their overall performance. Findings show that talent retention and staff engagement result in high levels of work satisfaction. This was consistent with the current finding. The results. Nonetheless, it was observed that employees in retail enterprises struggled to strike a balance between their professional and personal lives.

## **CONCLUSION AND RECOMMENDATIONS**

This article emphasizes the importance of an employee engagement strategy and its relationship to company performance and talent retention. According to the study, there is a moderate degree of relationship between employee engagement strategy, talent retention, and organizational effectiveness. Numerous research studies have revealed a positive correlation between employee engagement and organizational success (Schima et al., 2014). A successful organization is founded around its people. When compared to disengaged workers, they are more creative, passionate, and productive. Hiring motivated employees is one of the most important things a business can do to ensure success. Workers who feel valued and appreciated by their employer are more likely to be devoted to the company's vision and objectives. This investment will pay off in the long run by increasing customer service, productivity, retention rates, and the organization's financial performance. Engagement can be achieved in a variety



of ways, including providing opportunities for professional development, permitting flexible work hours, involving people in decision-making, and recognizing their achievements.

Human resources professionals must create an environment that encourages employee participation and seeks ongoing feedback on how to improve the firm. Finally, encouraging employee engagement is critical to the success of the business. An organization's bottom line will benefit from engaged employees' motivation to go above and beyond expectations for individualized recognition. This will boost coworker collaboration, reduce attrition, and increase customer happiness, among other benefits. In addition, if a business wants to promote employee engagement and reduce turnover, it must prioritize the establishment of a solid career development framework. This framework should demonstrate a commitment to promoting employees' professional development and provide clear opportunities for growth. Companies can establish a culture in which employees are more likely to remain dedicated and faithful rather than aggressively seek alternative employment opportunities.

### **Limitations and suggestions for further studies**

This study is subject to a variety of limitations. While the majority of the factors come from current research, the emphasis is on a few key employee engagement indicators such as affective engagement, job involvement and discretionary effort. Additional research may be required to identify other important characteristics that can increase organizational success. The information was limited to published articles. This may limit the study's findings' generalizability and relevance to different cultural contexts. As a result, future research should look into and test larger-scale empirical studies.

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