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world due to the shortage of skilled workers, economic growth and high rate of employees' turnover. Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. Talent Management involves an extensive collection of activities that different organizations embrace to ensure that they get and maintain a highly skilled and knowledgeable workforce.

According to Walker (2002), employee retention includes all forms of organization's policies and practices in place to make the workers to be tied and loyal to or be identified with the organization for a long period of time. He added that employee retention is inclusive of every necessary effort made by the management of the organization to keep the desirable employees with a view to ensure that they meet the organization's set targets. Consequently, the demand for competent employees is high especially for key decision making workforce; therefore, organizations are exposed to a continuous competitive fight for the best and talented employees. Indeed, there is a paradigm shift from human resource to human capital which consists of knowledge, skills and capabilities of the people employed in an organization which is indicative of their value (Armstrong, 2010). The need for talent management in organizations is driven by the global trends which include business growth which often require different kinds of talent, workforce demographics with reducing labor pools, complex economic conditions, and global focus on leadership. Organizations need to align business strategies with talent management practices that will engage and develop the right individuals, because having the right competencies, skills and experiences are keys to competitive differentiation and success as a market leader (Onyango, Nzulwa, & Kwena, 2017).

However, while a number of researches have been carried out on talent management and employees retention in countries such as Pakistan, Botswana, Kenya and Ghana which mostly focused on service, educational and telecommunication sectors with limited attempts in Nigeria to establish the relationship between these two concepts in the Civil Service. Examples of studies being carried out in the country include Aibiye and Oghoator (2015) whose research centred on the Nigerian Universities, Nzewi, Ogbeta and Chiekezie (2015) concentrating on selected banks in Asaba Metropolis. Samson, Osibanjo, Adeniji, Salau and Falola (2016) also researched on banking sector and Osaro (2016) carrying out her study on oil firms, hence, this study. This study therefore attempts to examine the impact of talent management on employees' retention in Lagos State Civil Service.

Objectives of the Study

The broad objective of this study was to examine the impact of talent management on employees' retention in Lagos State Civil Service while specific objectives were to:

- (i) examine the relationship between talent management and employees' retention in Lagos State Civil Service;
- (ii) ascertain the relationship between talent attraction and labour turnover in Lagos State Civil Service;
- (iii) determine the relationship between career management and employee engagement in study area.

Research Hypotheses

The following hypotheses were formulated for the study:

- (i) H_{01} : talent management does not significantly influence employees' retention in Lagos State Civil Service;
- (ii) H_{02} : talent attraction does not significantly influence labour turnover in Lagos State Civil Service;
- (iii) H_{03} : career management does not significantly influence employee engagement in the study area.

Literature Review

Conceptual Clarifications

Talent Management

According to Diseko (2014), talent is referred to as a person's power or ability to continually inspire and arouse emotion in other people, the arousal which is never a once off thing. The inspiration and arousal of emotion for instance happiness, joy, wonderment, excitement, ecstasy or confidence which a leader's speech, a tenor's voice, the lyrics to the song, a piece of music, a beautiful architectural design or well produced motion picture, or an excellent sporting or business achievement prompt.

Shukla (2009), as cited in Diseko (2014) refers talent management as the human capital management that involves the process of recruiting, managing, assessing, developing and maintaining an organization's most important resources which are its workforce. Duttagupta (2005), as cited in Kohestany and Yaghoubi (2017) sees talent management as the critical management of a flow of talent in the organization; the objective is making an available source of talent to match the right people with the right jobs at the right time based on the organization's strategic goals. Talent management can also be regarded as a more comprehensive and integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future (Barkhuizen, 2014). This covers all processes, fundamentals, and technologies of human resources; it usually includes sourcing, selecting, employing, maintaining, developing, and modernization talented workforce by analysis, planning, and composition of different elements (Schweyer, 2004). The aim of talent management is to secure the flow of talent, bearing in mind that talent is a major corporate resource. It can also refer simply to management succession planning and management development activities and this notion does not really add anything to these familiar processes except a new although admittedly more evocative name.

Employee Retention

In the view of Bluestein (2010), as cited in Muriuki (2017), employee's retention is the organization's ability to keep its workers by adopting diverse strategies so as to make them committed and loyal to the company. Employee retention encompasses talent management which is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops talented people it needs now and in

the future. The main purpose of retention is to prevent the loss of competent employees from the organization which could have an adverse effect on productivity and service delivery. The objective of any organization is not only to recruit personnel but also to maintain, develop and retain such manpower (Kibui, 2015).

However, retention is improved when employees are offered compensation and benefits, have a supportive work culture, can develop and advance and balance work and life activities (Messmer, 2006). This is because experienced and better placed employees in organizations stand chances of getting related employment opportunities in other places, but could be prevented from leaving, only when socially supportive policies are being put in place.

Labour Turnover

The concept of labour turnover is often used interchangeably with employees' turnover. It means the rate at which employees leave a business enterprise (Hedwiga, 2011). Employees' turnover can also be defined as a measure of the number of employees leaving and being replaced within a particular period, usually a year, expressed as a percentage of the total labour force at the beginning of the period (Abbasi & Hollman, 2000; Adeniji, 2009). Employees' turnover can be defined as a measurement of the length of time an organization's employees remain in the workforce of the organization and how frequent the organization has to replace its workforce. Anytime an employee leaves the workforce of any business organization, the reasons for leaving notwithstanding, and such employee is being replaced, it is referred to as labour turnover (Akinyomi 2016).

Employee Engagement

Engagement is the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performance (Khan, 1990). Maslach and Leiter, (2008) as cited in Aljunaibi (2014) consider employee engagement as an energetic state of engrossment with personally fulfilling activities that improve one's sense of professional value. They categorized engagement by energy, involvement, and efficacy which are the direct opposites of the burnout dimensions of exhaustion, cynicism, and inefficacy. According to Gibbons (2006), employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work.

Theoretical Review

In a bid to explain the relationship between talent management and employee retention, two theories (Herzberg's motivation-Hygiene theory and Adams equity theory) both of which are relevant to this study were reviewed.

Herzberg Two Factor Theory

This theory asserts that there are certain factors in the workplace that can cause job satisfaction and a separate set of factors that can cause dissatisfaction (Boundless, 2015). Herzberg carried out a study 1959, from which he puts forward a two-factor approach while trying to realize what actually motivates employees. The two-factor theory is made up of two types of factors that are determinants of how motivated or satisfied an employee is at work. These involve hygiene factors and motivator factors. Employees are motivated by the hygiene factors in their workplaces and these include salaries, wages and other financial rewards; company policy and administration; quality of interpersonal relations; quality of work supervision and job security.

According Herzberg, motivator factors are developed from the desire of an employee for personal growth or advancement. Job satisfaction results from the existence of motivator factors. Likewise, as effective motivator factors bring about job satisfaction, so also they result in improved performance at work. The motivator factors comprise allocation of responsibilities; handling of challenging or stimulating work, having opportunity for self-fulfillment and being recognized for handworks.

Equity Theory

On the word of Redmond (2010), equity theory is all about the belief or view that an employee has regards the kind of treatment given to him at work likened to the type meted out to his peers or colleagues at work. Equity theory recommends that the motivation of an individual is premised on what he or she thinks to be just when compared to others.

However, when applied to the workplace, equity theory is centred on an employee's work-compensation relationship and also concentrated on the effort of a worker to reduce to the barest minimum any sense of injustice that might result at work. In the organization, there is no employee that will like to be cheated or unfairly remunerated compared to his quotas to the organization in which he works. An individual's motivation, attitude and behaviour are immensely influenced by his view of fairness and unfairness. The person with the sense of fair treatment tends to remain or stay where he works rather than the employee who feels otherwise.

This study was anchored on Adams' equity theory because it was considered to be more suitable as it could be inferred that organizations could retain their employees by having talent management policies and strategies that employees perceive as fair and equitable.

Empirical Review

Formerly, studies were carried out on talent management with focus on employee retention. These previous studies were reviewed and put in apt perspectives in this study so as to enhance the understanding of the subject matter.

A research work done by Kibui (2015) to establish the effect of talent management on employees' retention in Kenya's state corporations employed stratified sampling to select

the respondents from different categorization of state corporations. In the study, Statistical software used was SPSS version 20 to analyze the collected data. The study findings indicated that talent management had a positive and significant effect on employee retention. The obtained results equally showed that there was a significant positive relationship between competencies mapping, employees' engagement, performance management, and career development and employee retention in Kenya state corporations. The findings revealed further that there is a significant positive moderating effect between age and employee retention. The moderating effect of age strengthened the positive relationship between: career mapping, employee engagement, and career development and employee retention. It was therefore recommended that state corporations in Kenya should always be putting in place measures of retaining employees through career mapping, employee engagement in decision making, performance management and career development.

Aibieyi and Oghoator (2015) examined talent management and employee retention in the Nigerian Universities. Primary data were used to elicit information from the respondents through the administration of questionnaires. Test of equality, Pearson correlation and ordinary least square regression techniques were utilized for the data analysis. The results of the study showed that performance management was significant and positively related to organizational culture. Employee empowerment was significant and negatively related to organizational culture. Compensation and reward were positive and had insignificant impact on organizational culture. The study recommended that a proactive performance management system that would ensure a more transparent and dynamic institutional culture should be adopted by the universities with a view to encourage and retain skillful and talented employees.

In Nigeria, Osaro (2016) investigated the relationship between talent management and employee retention in oil firms in Rivers State. The study utilized the survey research design. The hypotheses for the study were tested with the Spearman Rank Correlation. It was established from the findings of the study that there was a significant relationship between talent management and employee retention. The study recommended that Management of oil companies should always make career growth and development of their employees a priority through proper guidance and feedback.

METHODOLOGY

Research Design

This study examines the effect of talent management on employees' retention in the Lagos State Civil Service. Survey method was adopted through the use of questionnaire to draw information from the respondents.

Study Population

The population for this study is the entire staff of the State's Ministry of Finance totaling three hundred and twenty (320) employees based on the information given or supplied.

Study Sampling Size and Sampling Technique

The Taro Yamane's formula was used in the determination of the sample size which stood at One Hundred and Seventy Eight (178) while the study adopted a simple random sampling technique to administer questionnaire to the respondents.

Sources of Data

Primary source of data was utilized. The primary data were through the use of questionnaire for gathering relevant information from the respondents.

Methods of Data Analysis

In this study, both descriptive and inferential statistics were used. The descriptive statistics involved simple percentages and frequency tables while inferential statistics was correlation Analysis. Statistical Package for Social Sciences (SPSS) was used to run the analysis of the gathered data.

RESULTS AND DISCUSSION OF FINDINGS

Table 1: Socio-Demographic Information of the Respondents

Variables	Levels	Frequency (f)	Percentage (%)
Gender	Male	84	56.0
	Female	66	44.0
	Total	150	100.0
Management Levels	Junior Worker	39	26.0
	Senior (Non-management)	63	42.0
	Management Staff	34	22.7
	Others	14	9.3
	Total	150	100.0
Length of Service	Less than 1 year	15	10.0
	1-3 years	47	31.3
	4-7 years	61	40.7
	8-17 years	27	18.0
	Total	150	100.0

Source: Field Survey, 2018

Table 1 shows the socio-demographic information of the respondents. It is shown that out of the 150 (100.0%) of the respondents that participated in this study, 86 (56.0%) were males while 66 (44.0%) were females. On management levels, 39 (26.0%) of the respondents were junior workers, 63 (42.0%) were senior (Non-management), 34 (22.7%) were management staff while 14 (9.3%) were other staff members. It is shown that majority of the respondents in this study were male respondents. However, indication is shown from this distribution that the outcome of the result reflects the opinion of both males and female staff members. It is further shown in this distribution that on management cadre, all the cadres were represented in this study. This tends to reduce the likely bias of opinion that may occur if the sampling fails to be representative enough. That more than half of the respondents in the study have spent not less than 4 years in the

job is an indication that the data obtained for this study is reliable enough to depict the actual nature of variable of interest in this study.

Testing of Hypotheses

H₀₁: Talent management does not relate to employees' retention in Lagos State Civil Service.

Table 2: Pearson Correlation between Talent Management and Employees' Retention

Variables		1	2
1	Talent Management	1	
2	Employee's Retention	.620*	1

*= $P < .05$, $N = 150$

Table 2 shows the result of the relationship between talent management and employee's retention. As shown in Table 2, the correlation coefficient (r) between talent management and employee's retention is .620. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between talent management and employee's retention ($N = 150$, $r = .620$ $p < 0.05$). Since p -value is less than .05, null hypothesis is therefore rejected. This result concludes that there is significant relationship between talent management and employee's retention.

H₀₂: Talent attraction does not significantly influence labour turn-over in Lagos State Civil Service.

Table 3: Pearson Correlation between Talent Attraction and Labour Turnover

Variables		1	2
1	Talent attraction	1	
2	Labour Turn-over	.524*	1

*= $P < .05$, $N = 150$

Table 3 shows the result of the relationship between talent attraction and labour turn-over. As shown in Table 3, the correlation coefficient (r) between talent attraction and labour turn-over is .524. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between talent attraction and labour turn-over ($N = 150$, $r = .524$ $p < 0.05$). Since p -value is less than .05, null hypothesis is therefore rejected. This result concludes that there is significant relationship between talent attraction and labour turn-over.

H₀₃: Career Management does not significantly influence employee engagement in the study area.

Table 4: Pearson Correlation between Career Management and Employee Engagement

Variables	1	2
1 Career Management	1	
2 Employee Engagement	.615*	1

* = $P < .05$, $N = 150$

Table 4 shows the result of the relationship between career management and employee engagement. As shown in Table 4, the correlation coefficient (r) between career management and employee engagement is .615. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between career management and employee engagement ($N = 150$, $r = .615$, $p < 0.05$). Since p -value is less than .05, null hypothesis is therefore rejected. This result concludes that there is significant relationship between career management and employee engagement.

The finding of this study revealed a significant relationship between talent management and employee's retention. This finding corroborated the findings of Kibui (2015) and Osaro (2016) that talent management had a positive and significant effect on employee retention. In addition, finding of this study indicated existence of significant relationship between talent attraction and labour turn-over. The finding of study as well revealed that a significant relationship between career management and employee engagement occurred. The outcome of this study revealed the rationality that employees tend to be attached to their job in the organization if adequate motivation is made available to them on their job. It can thus be said that the better the talent management strategies in place in a given organization or ministry, the higher the rate of employee's retention.

Conclusion and Recommendations

Conclusion

It could be inferred from the findings of this study that Lagos State ministry of finance was highly performance - oriented and engaged in little or no management of its potentials. Thus, the following conclusions were drawn:

- The ministry placed too much emphasis on present performance and is less concerned about the development of potentials to improve future performance. The implication was that employees experienced stress and burnout, leading to a high rate of turnover intention.
- The staff members of the ministry were characterized with low rate of employee commitment, particularly among the junior staff who are majorly contract and casual staff. The implication is a low rate of talent retention.
- It was found out that most employees were not placed based on interest and skills. The result was a low rate of employee engagement and thus, an increased employee turnover.
- Finally, the ministry experienced a high rate of employee turnover which can partly be attributed to a poor and inadequate management of talents.

Recommendations

Based the on the outcome

- i. The manager more focused employees in
- ii. Talent attraction for labour turn
- iii. The ministry management make the w management

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Recommendations

Based on the outcomes of these findings, the following recommendations were made:

- i. The management of ministry of Finance of Lagos Civil Service should be more focused on managing its available talents so as to be able to retain the employees in the ministry.
- ii. Talent attraction should always be utilized as an effective or a veritable tool for labour turn-over in the ministry.
- iii. The ministry should cultivate the culture of seeing and adopting career management as an essential strategy for employee engagement as this can make the workforce in the ministry to be better engaged if appropriate career management strategies are in place.

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world due to the shortage of skilled workers, economic growth and high rate of employees' turnover. Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. Talent Management involves an extensive collection of activities that different organizations embrace to ensure that they get and maintain a highly skilled and knowledgeable workforce.

According to Walker (2002), employee retention includes all forms of organization's policies and practices in place to make the workers to be tied and loyal to or be identified with the organization for a long period of time. He added that employee retention is inclusive of every necessary effort made by the management of the organization to keep the desirable employees with a view to ensure that they meet the organization's set targets. Consequently, the demand for competent employees is high especially for key decision making workforce; therefore, organizations are exposed to a continuous competitive fight for the best and talented employees. Indeed, there is a paradigm shift from human resource to human capital which consists of knowledge, skills and capabilities of the people employed in an organization which is indicative of their value (Armstrong, 2010). The need for talent management in organizations is driven by the global trends which include business growth which often require different kinds of talent, workforce demographics with reducing labor pools, complex economic conditions, and global focus on leadership. Organizations need to align business strategies with talent management practices that will engage and develop the right individuals, because having the right competencies, skills and experiences are keys to competitive differentiation and success as a market leader (Onyango, Nzulwa, & Kwena, 2017).

However, while a number of researches have been carried out on talent management and employees retention in countries such as Pakistan, Botswana, Kenya and Ghana which mostly focused on service, educational and telecommunication sectors with limited attempts in Nigeria to establish the relationship between these two concepts in the Civil Service. Examples of studies being carried out in the country include Aibiye and Ogboator (2015) whose research centred on the Nigerian Universities, Nzewi, Ogbeta and Chiekezie (2015) concentrating on selected banks in Asaba Metropolis. Samson, Osibanjo, Adeniji, Salau and Falola (2016) also researched on banking sector and Osaro (2016) carrying out her study on oil firms, hence, this study. This study therefore attempts to examine the impact of talent management on employees' retention in Lagos State Civil Service.

Objectives of the Study

The broad objective of this study was to examine the impact of talent management on employees' retention in Lagos State Civil Service while specific objectives were to:

- (i) examine the relationship between talent management and employees' retention in Lagos State Civil Service;
- (ii) ascertain the relationship between talent attraction and labour turnover in Lagos State Civil Service;
- (iii) determine the relationship between career management and employee engagement in study area.