

The Influence of Talent Management Practices on Job Satisfaction

Kamal M. Y.

Faculty of Applied Social Sciences, Universiti Sultan Zainal Abidin, Gong Badak, 21300, Terengganu

Lukman Z. M.

Faculty of Applied Social Sciences, Universiti Sultan Zainal Abidin, Gong Badak, 21300, Terengganu

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Abstract

The implementation of Talent Management (TM) in the managerial system is unavoidable due to many potential talents has been streaming in either in the corporate or educational sector. Human resource department needs to evaluate and execute all the plans that might suits employees want and need in order to achieve their Job Satisfaction (JS). In the meantime, TM that consists of few practices, which are attracting, developing and retaining talents that need to be fully utilized as resulted to better performance of the organization. Therefore, the objective of the study was to find out the relationship between TM and JS in selected public universities in Malaysia which were, Universiti Sains Malaysia(USM), Universiti Pendidikan Sultan Idris (UPSI) and Universiti Teknologi Mara (UiTM). The quantitative method has been used to collect primary data from 238 respondents in selected public universities. Information obtained will be analyzed by using IBM Statistical Package Social Sciences (SPSS) and selected public universities will be represented as Universiti A, B, and C to avoid any further circumstances. As a result, there was a moderate relationship recorded between TM and JS. However, University A scored slightly higher correlation between TM and JS as compared to other two universities. Definitely, public university has their own mission and vision that needs to be achieved and different strategies might be used in TM in order to obtain a good relationship with JS. It shows that public university has taken their own initiative to boost their employee JS by using TM has one of the approaches but somehow, the strategies took still need to be monitored and re-structured to get the good relationship between these two variables.

Keywords: Talent Management, Job Satisfaction, Public University, Quantitative Method, IBM SPSS.

1. Introduction

The improvement of TM into the composition and practice is yet considered as really new, yet it got an amazing thought among both examiners and pros for its key effect in the current exceptionally forceful overall economy (McCauley and Wakefield, 2006). Up until this point, the educational written work is based on working up a sensible importance of TM and researching its impact on various leveled execution to the extent making high ground and overhauling the level of motivation and engagement among capacities (Bhatnagar, 2007; Kehinde, 2012). Notwithstanding this focus and thought, distinctive experts saw that TM composting continues being under-explored (Collings and Mellahi, 2009; Garrow and Hirsh, 2008). In watching out for the insightful establishment of TM, Lewis and Heckman, (2006) battled that the subject was unequivocally researched from the experts' perspective without being subjected to solid educational and sidekick investigated investigate. As per this reasoning, Collings and Mellahi (2009) saw that the composition of TM remains unclear about the thought general especially in regards to its definition and speculative breaking points. Furthermore, Yarnall, (2011) set that affiliations who are completing TM without wary examinations to the aftereffects of such application neither on the capacity pool nor on whatever is left of the laborers and this can be looked from the pros' perspective. From the down to earth establishment, Garrow and Hirsh (2008) saw that TM requires additional thought similar to its fixation and fit inside the affiliation. Among the different estimations that require additional thought, Garrow and Hirsh (2008) highlighted the TM execution must be helpful into the affiliation's lifestyle and workforce. As demonstrated by Höglund, (2012) TM as in HR sharpens, send legitimate signs that are deciphered differently by agents in a way that impacts their perspectives and practices. In any case, positive and negative impacts of TM on agents are not totally explored yet and constitute a present cleft inside the TM composing (Höglund, 2012). Additionally, he cleared up help on how the particular social affairs of specialists see the consequences of TM on their business associations constitute an essential research graph for expanding the uncommon finding out about the results of TM (Höglund, 2012).

2. Literature Review

2.1 Talent Management Concept

TM moreover provoke empower the change and employment progress of significantly skilled and gifted laborers in the relationship by using formalizing techniques, resources, procedures and process (Gay and Sims, 2006). TM joins a plan of activities that consideration on attracting, making and holding a specific get-together of delegates, perceived as capacities for keeping an eye on future key definitive and workforce needs (D'Annunzio-Green, 2008; (McCauley, McCauley, Wakefield, and Wakefield, 2006). Roundaboutly, the utilization of TM requires that affiliations isolate among their agents in perspective of their level of execution (United States Chamber of Commerce Foundation, 2014; Fallis et al., 2013). Research have unequivocally recommended these capacity organization practices in perspective of their positive sense of duty regarding specialist airs and works on, cut down levels of truancy and work turnover, and a more raised measure of productivity, quality, and customer benefits in an extensive variety of affiliations paying little regard to part, size or country (Abraham, 2015). Tremendous examinations in the US and UK contemplated that unrivaled capacity organization and resource sharpens like that of best practices emphatically influenced work turnover, effectiveness, budgetary execution, trust, work satisfaction, obligation, thing and organization quality, and execution organization (Arulrajah, 2015).

2.2 Job Satisfaction

JS is essentially how people feel about their occupations and impression of their occupations (Ibrahim, Ohtsuka, Dagang, and Bakar, 2014; Lyria, Namusonge, and Karanja, 2017; Nguyen, 2012; Sokro, 2012; Tripp, Riemenschneider, and Thatcher, 2016). It is the level to which people's fulfillment or disappointment in their employments (Flickinger, Allscher, and Fiedler, 2016; Hahn, Gottschling, Kunig, and Spinath, 2016; Ibrahim et al., 2014; Ong and Theseira, 2016; Silverberg, Marshall, and Ellis, 2001; Spector, 1997; Tripp et al., 2016; Wilczyńska, Batorski, and Sellens, 2016; Zembylas and Papanastasiou, 2006). Intarakamhang and Peungposop, (2017) and Campbell and Smith (2014) portrays JS as a passionate and influencing response alluding to sentiments of like or the other way around, and Locke (1976) and Kossivi, Xu, and Kalgora (2016) characterizes JS as a glad feeling that ready to see once the worker got an examination from the predominant in working accomplishing or helping singular esteem. Moreover, Oehley, (2013) characterizes fulfillment as a powerful response to a person's work circumstance. At the end of the day, JS is the differentiation between individual anticipate that and see will have gotten (Mustafa, 2013).

Thus, there are a few research has been conducted in HLI to see how far JS can affect the employee as well as the organization (Abdelhafiz et al., 2016; Andersen & Kjeldsen, 2013; Cahill, McNamara, Pitt-Catsoupes, & Valcour, 2015; Davidson, 2012; Fallis, 2013; Daniel Farrell & Rusbult, 1981; Hahn, Gottschling, Knig, & Spinath, 2016; Iacqua & Schumacher, 1995; Khan & Aleem, 2014; Lu, Lu, Gursoy, & Neale, 2016; Misener, Haddock, Gleaton, & Abu Ajamieh, 1996; Rouleau et al., 2012; Taylor, 2014; Vinokur-Kaplan, 1996; Yeh, 2013). According to Saner & Eyüpoğlu, (2012) which research has been done in HLI, the JS levels of the older age groups of academicians are higher than the younger group. They also revealed that JS and extrinsic satisfaction do not seem to indicate a linear relationship with age. In this case, older group satisfied with their work due to the stability that they gained in the HLI, compared to the younger group that is still in the beginning stage.

Therefore, the younger group still found it really hard or tough to cater to the new things that they need to learn. These reasons have contributed to low satisfaction among them. Other than that, other variables also being tested on JS like research has been done by Ismail (2012), whereby he has tested the variables of affective, continuance and normative commitment on JS. He found that there was no positive relationship happened on JS among those variables. In this case, it shows that only some factors might contribute to the employees JS which clearly related much to their daily life. Besides, based on JS of employees also can determine the behaviour of employees themselves (Almaaitah, Harada, & Bin, 2015; Collings & Mellahi, 2009; Haizam & Saudi, 2014; Mohammad, Habib, & Alias, 2011; Mustafa, 2013; Plessis et al., 2015; Waal, Radnor, Akhmetova, & Manchester, 2004). Meanwhile, Howard-Baldwin et al., (2012) revealed that in HLI, male respondents were more satisfied with their work climate than the female respondents.

3. Methodology

In this study, specialists utilized a quantitative strategy to meet to targets that have been illustrated. Besides, this exploration it is a factorial examination think about that uses the review strategy to gather essential information. The research instrument of the investigation is an organized survey and Likert scale arrange is utilized and with the end goal of gathering essential information, a poll was set up for this study. Convenience sampling was used in this

study as only the respondents that agreed to participate in this study were selected. The primary data was collected personally by the researcher as an assurance of confidentiality to respondents. A total of 238 questionnaires were given to the respondent and collected at the same time. In analyzing information obtained, researchers decide to use IBM Statistical Package Social Science and in order to meet the objective; researchers used Pearson Correlation Coefficient to find a relationship between these two variables. Three universities have been selected randomly and the respondents were selected according to the sampling design chosen.

4. Results

Table 1 showed an overall correlation of TM and JS in selected public universities. Based on the findings obtained, University A showed a higher correlation of TM and JS compared to University B and University C. University A indicated TM was a statistically significant linear relationship with the direction of the relationship is positive and the strength of the relationship was moderate ($r=0.584$, $p<0.01$). Meanwhile, University B showed TM was a statistically significant linear relationship with the direction of the relationship is positive and the strength of the relationship was moderate with JS ($r=0.454$, $p<0.01$). On the other hand, University C having TM that was a statistically significant linear relationship with the direction of the relationship is positive and the strength of the relationship was moderate with JS ($r=0.430$, $p<0.01$).

Table 1

Relationship between Talent Management and Job Satisfaction

Variable		Public Higher Institutions		
		University A	University B	University C
		Job Satisfaction	Job Satisfaction	Job Satisfaction
Talent Management	Pearson Correlations	.584**	.454**	.430**
	Sig (2-tailed)	.000	.000	.000
	N	238	238	238

5. Suggestion

Top administration of the university and Ministry of Higher Education need to make a dynamic move keeping in mind the end goal to reconsider or rebuild TM program in the university to help their worker JS. The best administration needs to take a gander at the present practice in TM particularly in pulling in, creating and holding the program. Each of this procedure will prompt JS of the staff. Subsequently, since the direct outcome gotten in this exploration, it should be considered to alter those projects. Later on, investigate, the extent of this exploration can be extended to all universities in Malaysia with a specific end goal to see the present pattern of TM practices.

6. Conclusion

As a conclusion, public universities have their own central goal and vision that should be accomplished. Thusly, unique procedures may be utilized as a part of TM keeping in mind the end goal to get a decent association with JS. In view of the discoveries got, it demonstrates

that public university has taken their own drive to support their worker JS by utilizing TM has one of the methodologies yet some way or another, the procedures took still should be observed and re-organized to get a decent connection between these two factors. As a suggestion, public universities need to think of an examination to assess their own particular staff in view of TM approaches. TM practices involve drawing in, creating and holding gifts which do accept will expand JS of the representatives if and just through research has been done on them. University administration can make two gatherings which exploratory gatherings and additionally a standard gathering. Along these lines, the aftereffects of this examination will be a benchmark for to the universities to make a further move.

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