

Segmentation of Talent Management Variables in Selected Public Higher Learning Institutions

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Abstract:

The Higher Learning Institutions (HLIs) either in abroad or local have implemented Talent Management (TM) for years and they have successfully developed the human capital. Each public HLIs have their own strategic planning to achieve mission and vision of the organization. Therefore, by having a competence staff will ensure the target will be accomplished. Therefore, it is important to identify the level of TM practices which are attracting, recruiting, developing and retaining talent in the public HLIs. This study is to examine the level of TM practices which are attracting, recruiting, developing and retaining talent in selected public HLIs. Quantitative method has been used to conduct this research in selected public HLIs which are Universiti Sains Malaysia (USM), Universiti Pendidikan Sultan Idris (UPSI) and Universiti Teknologi Mara (UiTM). In quantitative method, descriptive survey has been conducted towards 714

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He is a PhD Student who is currently in stage of completing his thesis entitled *The Effects of Talent Management Practices towards Job Satisfaction and Performance Management in Selected Public Higher Learning Institutions*. Therefore, in order to complete my PhD, I need to publish my paper and currently 6 papers have been accepted such as *The Relationship between Attracting Talent and Job Satisfaction in Selected Public Universities in Malaysia*. Concurrently, I am also to complete my book regarding Talent Management.

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respondents. Further, the data collected was analyzed by using IBM Statistical Packages Social Sciences (SPSS). USM showed the highest moderate level of attracting, recruiting, developing and retaining talent as compared to UPSI and UiTM. This study revealed the significant impact of having a proper system of TM practicing in order to complete the mission and vision of the organization. Even though, the levels of TM practices were in moderate level, it shows that there are rooms for improvement and able to trigger the top management of public HLIs to improve the TM practices system.

Key words: Talent Management, Attracting Talent, Recruiting Talent , Developing Talent , Retaining Talent

1. INTRODUCTION

TM practices in HLI in Malaysia either in private or public sector is still in early stages (NAHERI, 2014). Since Malaysia's HLI had changed tremendously since 1957, Malaysian government looked forward to improving the facilities in its HLI. The development such as infrastructure and curriculum which can be seen physically is well succeeding in the educational system. Meanwhile, in human capital development also can be viewed as the biggest achievement in the educational system. At that time, the government had focused on uplift incomes, employment, and education opportunities. As times passed, the aims were changed in order to fulfill the industry needs which focused more on science and technology. Based on the report of Malaysian Education Blueprint 2013-2025 (MOHE, 2012), the Malaysian government has managed to produce various policies that will be able to strengthen the national higher education as a whole. The government plan was to ensure the existence of a remarkable ecosystem which led to knowledge excellence. It was in accordance with the government mission and vision to make Malaysia as one of a regional hub for HLI especially for international students to

choose Malaysia as their main choices by the year 2020. Within this plan, the guideline has been drawn to emphasize the development of infrastructure, student character, curriculum, research, innovation and development, science and technology approaches and blended learning in higher system education.

TM practices have been creating quite a buzz in public HLIs lately (Bersin, 2006). In addition, TM practices need a very high leadership quality which can help talents to grow, develop, facilitate and acknowledge them according to the situation (Cacciola, 2010). Apart from that, the successful TM practices in the public HLIs depends on the existing talent in the institution (Aguinis, 2011). However, TM practices in public HLIs are still in early stages in this region, especially in Malaysia. Recently, most of the public HLIs has outlined the importance of TM practices and had practiced in their managerial system. According to NAHERI (2014), efforts and plans have been made through the MOHE Critical Agenda Projects in terms of TM practices in public HLIs. Leadership visionary indispensable to the success of TM practices because of a good leader would lead to proper HLIs strategic planning and also develop human capital entirely through TM implementation. Among the failures in the TM practices are characterized including the inability to benefit the expertise owned wisely (Khatri, Gupta, Gulati, Chauhan, et al., 2010). The important to know the current challenges in implementing TM practices is essential in order to avoid any misconduct of planning, organizing, leading and controlling at public HLIs level. Thus, in this research, by discovering and identifying the level of TM practices will help the institutions to grow in order to cater for the development showed by other institutions in Europe and America regions especially in developing human capital in overall. The objective of this study is to examine the level of attracting, recruiting, developing and retaining talents in selected public HLIs.

2. LITERATURE REVIEW

2.1 Talent Management

TM is the additional management processes which providing an opportunity to all staffs in the company that can be considered as a high potential talent (Blass, Knights, Orbea, & Al-Awamleh, 2006). TM also can be considered to be a closely related to concepts that include human resource planning, strategic human resource management and employability (Brown, Hesketh, & Williams, 2011). The pressure to attract and retain great talent has led the organization to maximize the sources (Froese & Peltokorpi, 2012) especially people who are in the organization in order to ensure the organization is moving forward. As per today's, talented employees have much greater expectations of the developmental and psychological rewards which they got from their work and it is no longer sufficient to offer high salaries alone (Alniaçık, Alniaçık, Erat, & Akçin, 2014). In the serious note, the practicing of TM is vital when initiatives and strategies need to be taken to the unique talents and ensuring the shift of their ability into organizational benefits with good condition and conducive surrounding (Bell, Fann, Morrison, & Lisk, 2012).

2.1. Attracting and Recruiting Talent

The war for talent has becoming more challenges in order to fill the job pipelines with qualified talent (Cappelli & Keller, 2014a, 2014b). The top talent, those people mainly sought after by MNCs, demand career development, a diversified workplace and inspiring work and generous compensation (Rachel, 2016). Cooper et al., (2013) found that MNCs must develop a reputation of human resource and organization attractiveness in identifying a proper talent pool to attract the talent they need. TM is not a task that can be accomplished only by attracting talented people, but also to attract talented people is the beginning of the attempts in TM process.

2.2. Developing Talent

The development process is one of the TM programs which focus on employee development in several aspects such as leadership, decision making, presentation and much more (Abidin & Mansor, 2016). In this process, the organization will invest a lot of money in order to maintain and retain the employee in the future (Rai, 2014). Based on Blass, Knights, Orbea, & Al-Awamleh, (2006), TM is more than HRM, leadership development initiatives or succession planning. It is the collective approach to recruiting, retaining and developing talent within the organization for its future benefit, and extends beyond the domains listed above to include strategy, organizational culture and change management. Yet, effective organizational management of the business has been discovered and internal talent must be identified and developed (Abraham, 2015). Based on Dries, (2013), he also suggested encouraging employees to move into other roles, thus, giving them training opportunities in other fields of the business. It confirms that the practice of exporting the team to other parts of the business could make alignment easier. It also tackles on the effective leadership on managing this kind of endeavor (Amundsen et al., 2014).

2.3 Retaining Talent

Retention is the last variable is TM which significantly works when it relates to promotion, salary, JS, and acknowledgment recognizing good work is as important as it ever was (McCormack, Propper, & Smith, 2014). Alias, Mat Noor, & Hassan, (2016) believe in the technology era, an innovative compensation program will make the employee retain longer in the organization. Staff in the organization has an equally right either to stay or retain in the organization but however, if and only the employee decides to hop to another job, it will make the organization spend so much money and it is a disruptive situation. The company will bear the loss of losing their

employee that often exceeds 100% of the annual wages. Other than that, management also lacks knowledge in handling their staff that leads to employee turnover (Bryant and Allen 2013).

3. METHODOLOGY

In this study, the quantitative approach was used and it's a factorial analysis study that uses the survey method to collect data. The research instrument of the study is structured questionnaire and likert scale format is used. For the purpose of collecting primary data, a questionnaire was prepared 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 714 questionnaires were distributed and collected at the same time of respondents.

4. RESULT

Table 1 literally showed the segmentation of TM variables with scored specifically mean and sort of standard deviation according to the selected public HLIs. In USM, based on variables, it really shows attraction and recruiting talent has the definitely high score of generally mean with $M=2.92$ $SD=0.53$ with its sub-variables definitely are displays a TM mindset which for the most part has literally scored the highest basically mean ($M=2.99$, $SD=0.53$), for the most part followed by identifies and differentiates talented employees ($M=2.88$, $SD=0.55$) as well as literally attract and literally recruit talents ($M=2.88$, $SD=0.50$), which for the most part is quite significant. Variable was being measured called developing talents actually has the kind of total particularly mean of $M=2.90$ $SD=0.48$, which essentially is quite significant. Apart from that, its sub-variables definitely are provided meaningful and challenging

work (M=2.97, SD=0.42), builds and literally maintain a positive relationship (M=2.95, SD=0.50) and develops generally other (M=2.77, SD=0.52), which actually is quite significant. Based on these findings, it really shows provides meaningful and challenging work definitely scored basically high specifically mean compared to generally other sub-variables of developing talent, which literally is fairly significant. Lastly, retaining talent particularly has fairly low essentially mean with total kind of mean basically scored specifically was M=2.85, SD= 0.50. Its sub-variables are remunerated and rewards fairly and manages work-life balance, which essentially is quite significant. Remunerates and rewards generally scored basically mean (M=2.87, SD=0.52) compared to manages work-life balance with a mean of (M=2.85, SD= 0.48) in a generally big way.

Meanwhile, In UPSI, based on variables, it really shows attraction and recruiting talent definitely has really high mean with M=2.81 SD=0.62 with its sub-variables definitely are displays a TM mindset which basically has really scored the literally the highest really mean (M=2.88, SD=0.69), generally followed by identifies and differentiates talented employees (M=2.82, SD=0.53) and lastly kind of is essentially attract and actually recruit talents (M=2.70, SD=0.63) in a fairly major way. Moreover, retaining talent generally scored in the middle between two variables with generally total essentially mean basically was M=2.79, SD= 0.64 in a big way. Its sub-variables are remunerated and rewards fairly and manages work-life balance in a very major way. Remunerates and rewards scored mean (M=2.82, SD=0.68) compared to manages work-life balance with a mean of (M=2.75, SD= 0.59) in a particularly major way. Lastly, the definitely variable definitely was being measured called developing talents has the kind of low literally mean compared to the fairly other two variables with a sort of total mean of M=2.67 SD=0.73 in a big way. Apart from that, its sub-variables for all intents and purposes are provided

meaningful and challenging work ($M=2.70$, $SD=0.77$), develops sort of other ($M=2.69$, $SD=0.66$) and builds and specifically maintain a positive relationship ($M=2.62$, $SD=0.78$), or so they thought. Based on this findings, it for all intents and purposes shows provides meaningful and challenging work definitely scored high for all intents and purposes mean compared to very other sub-variables in a very major way.

Next is UiTM, based on variables, it generally shows attraction and recruiting talent really variable essentially scored generally high actually mean with $M=2.83$ $SD=0.50$ in a particularly major way. Its sub-variables kind of are displays a TM mindset which has basically scored the highest for all intents and purposes mean ($M=2.91$, $SD=0.49$), literally followed by attracting and particularly recruit talents ($M=2.83$, $SD=0.50$) and lastly essentially was identifies and differentiates talented employees ($M=2.73$, $SD=0.50$) in a pretty major way. Next, the variable mostly was being measured called developing talents with a kind of total kind of mean of $M=2.77$ $SD=0.51$, sort of contrary to popular belief. Apart from that, its sub-variables particularly are provided meaningful and challenging work ($M=2.89$, $SD=0.43$), builds and specifically maintain a pretty positive relationship ($M=2.82$, $SD=0.57$) and develops really other ($M=2.61$, $SD=0.52$) in a subtle way. Based on these findings, it mostly shows provides meaningful and challenging work scored high mean compared to sort of other sub-variables, which particularly is fairly significant. Lastly, retaining talent essentially has very low kind of mean with total actually mean mostly scored actually was $M=2.73$, $SD= 0.59$, which is quite significant. Its sub-variables definitely are remunerated and rewards fairly and manages work-life balance. Manages work-life balance with a mean of ($M=2.76$, $SD= 0.59$) compared to Remunerates and rewards specifically scored actually mean ($M=2.69$, $SD=0.59$) in a really big way.

Table 1
Segmentation of Talent Management Variables among Public Higher Learning Institutions

Public Higher Learning Institutions	Variables	Sub-Variables	Mean	Std. Deviation
USM	Attraction and Recruiting Talent	Displays a Talent Management Mindset	2.99	0.53
		Identifies and Differentiates Talented Employees	2.88	0.55
		Attract and Recruit Talents	2.88	0.50
	Total		2.92	0.53
	Developing Talents	Provides Meaningful and Challenging Work	2.97	0.42
		Builds and Maintains Positive Relationship	2.95	0.50
		Develops Others	2.77	0.52
	Total		2.90	0.48
	Retaining Talent	Remunerates and Rewards Fairly	2.87	0.52
		Manages Work-Life Balance	2.85	0.48
Total			2.85	0.50
UPSI	Attraction and Recruiting Talent	Displays a Talent Management Mindset	2.88	0.69
		Identifies and Differentiates Talented Employees	2.82	0.53
		Attract and Recruit Talents	2.71	0.63
	Total		2.81	0.62
	Retaining Talent	Remunerates and Rewards Fairly	2.82	0.68
		Manages Work-Life Balance	2.75	0.59
		Total		2.79
	Developing Talents	Provides Meaningful and Challenging Work	2.70	0.77
		Develops Others	2.69	0.66
		Builds and Maintains Positive Relationship	2.62	0.78
Total		2.67	0.73	
UiTM	Attraction and Recruiting Talent	Displays a Talent Management Mindset	2.91	0.49
		Attract and Recruit Talents	2.83	0.50
		Identifies and Differentiates Talented Employees	2.73	0.50
	Total		2.83	0.50
	Developing Talents	Provides Meaningful and Challenging Work	2.89	0.43
		Builds and Maintains Positive Relationship	2.82	0.57
		Develops Others	2.61	0.52
	Total		2.77	0.51
	Retaining Talent	Manages Work-Life Balance	2.76	0.59
		Remunerates and Rewards Fairly	2.69	0.59
Total		2.73	0.59	

5. DISCUSSION

In this area, one speculation was developed identifying with the level of TM practices in the selected public HLIs. The primary theory illustrated that the level of attracting, recruiting, developing and retaining talent in selected public HLIs would be in moderate level of TM practices. This sort of case is valuable to a public HLI in Malaysia on account of reception and adjustment the usage from that point would give an

enormous chance to an public HLI to develop. Inside two years, MOHE has done research in this field and in the end MOHE think of "Reinforcing Academic Career Pathways and Leadership Development" whereby the legislature has taken extreme moved to recognize the talent in Malaysia's scholarly group by making a rule for HLIs to make scholastic vocation pathway in light of the New Academia Talent Framework (MOHE, 2016). In USM, as an exploration HLI, top to bottom execution of TM has conveyed this HLI to another level contrasted with another HLI in Malaysia. The consistency of being a decent brand of the HLI in Malaysia has pushed this HLI to blueprint better program, preparing, thoughts, activities which incorporate academicians, organizations, supporting staff and in addition administrators. Then, in UPSI as per Strategic Planning Human Resource 2015-2020, this HLI concentrates on instruction line which to create teachers that can manage and increment the accomplishment that had been provided food in the training framework in Malaysia. Despite the fact that in this examination this HLI has scored most minimal in TM rehearses among other two HLIs, UPSI has officially delineated in its vital arranging in engaging and fortifying TM practices in the HLI and surely the impacts of TM practices will be found in short or long haul run. In UiTM, Based on Rancangan Malaysia Ke-11 UiTM, its change lies into four measurements which are an association, ability, process, and innovation. Since the usage of TM is still in early stages and the immediate impacts can be seen following quite a while of execution, this exploration adjusted to the NAHERI (2014) examine with respect to no legitimate structures about TM in HLI which can screen the procedure, usage, and impact of TM.

5. RECOMMENDATION

HLI should promote its brand in order to attract and recruit new talents. After getting a right talent, HLI should focus on

developing talent either for new recruitment of existing employee. HLI also need to have Memorandum of Understanding (MoU) between other HLI in order to help the talent mobile and access another HLI in an easy way.

6. CONCLUSION

TM is an essential technique towards commending the HLI. At a certain point, TM is rehearsed by the organization and its corporate reason for existing is to guarantee that it has the most suitable representative to play out an errand that will guarantee the association objectives or organization will be accomplished. Truth be told, some open HLI has officially actualized a type of TM but since it doesn't spread and is not led with straightforward and the coveted objective can't be accomplished. There are likenesses in the execution and routine of the program openly HLIs which have encountered the TM and they could be enhanced to guarantee the adequacy of HRM. Need ought to be given to the TM strategies out in the open HLIs, the most astounding administration and administration open HLIs, staff association, staff preparing and limit building, emotionally supportive networks and work force substitution methodology. In the event that the TM motivation is executed in an arranged and successful way, the HLI administration will pick the phenomenal ability to play out an errand that has been set. By and large, the HLIs in western nations are involved with an advancement program and TM is more organized contrasted with the HLIs in another area. TM in remote HLIs has basic procedures that underscore the necessities and issues confronted in pulling in, enlisting, creating and holding ability.

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