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ISSN (Online) : 2455 - 3662
SJIF Impact Factor :3.967

EPRA International Journal of
**Multidisciplinary
Research**

Monthly Peer Reviewed & Indexed
International Online Journal

Volume: 3 Issue: 5 May 2017



Published By :
EPRA Journals

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THE RELATIONSHIP BETWEEN DEVELOPING TALENT AND PERFORMANCE MANAGEMENT IN SELECTED PUBLIC UNIVERSITIES

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ABSTRACT

In a few years back, Ministry of Higher Education (MOHE) has realized the important of Talent Management (TM) in the university system. MOHE has taken this initiative after seeing the result shown from international university after implementing TM in their system. Therefore, as part of TM practices, Developing Talent (DT) is essential in order to equip staff with skills and theory that matches the mission and vision of the organization. Hence, MOHE has come up with few strategies to implement DT in Malaysia Education Blueprint 2015-2025. On the other part, DT also is able to improve Performance Management (PM) of the institutions. In order to examine the connection between this two variables, research has been conducted based on the objective of to identify the relationship between DT and PM in selected public universities in Malaysia. Quantitative method has been used in order to collect primary data from 238 respondents in selected public universities in Malaysia. Information obtained from this method has been analyzed using IBM Statistical Package Social Sciences (SPSS). As a result, there was a moderate relationship recorded between DT and PM. However, university A scored slightly higher correlation between DT and PM as compared to other two public universities. As a conclusion, each public university has their own mission and vision that needs to be achieved. Therefore, different strategies might be used in DT in order to obtain a good relationship with PM. Based on the findings obtained, it shows that public universities has taken their own initiative to boost their PM by using DT has one of the approaches but somehow, the strategies taken still need to be monitored and re-structured to get good relationship between these two variables.

KEYWORDS: Talent Management, Developing Talent, Performance Management, Public University, Quantitative Method.

1. INTRODUCTION

Human capital is the core element to the success of the HLIs whereby HLIs have their own standard program in ensuring the development of the talented staff is continuous (Lynch, 2008; Mccartney & Worman, 2013). Gmelch & Wolverson, (2002) and Dobrow, Ganzach, & Liu, (2016) claimed that there are very limited studies has been conducted which focus on TM practice in HLIs and due to that reason, they had predicted that if and only TM practices will be implemented in HLI, the development of human capital will be in a great shape. Thus, colleges and HLIs should focus on developing their own talent either on students or employees in accordance with TM practices (Yun, Hwang, & Lynch, 2015; Thunnissen & Van Arensbergen, 2015). 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; Avolio & Bass, 2002; Allan H Church et al., 2016; Clunnies, 2003; Flanigan, 2015; Hitt et al., 2016; Iles, Chuai, et al., 2010; Marques, 2015; Rhodes, Brundrett, & Nevill, 2008; Strack, Baier, Caye, Zimmermann, & Dyrchs, 2011; Zhang, Chen, Ooi, Tan, & Zhang, 2015). In this process, the organization will invest a lot of money in order to maintain and retain the employee in the future (Hracs, 2009; Irshad, 2012; Kagwiria, 2013; Kim, 2008; Nair, 2012; 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; Al-Ariss et al., 2014; Bethke-Langenegger, Mahler, & Staffelbach, 2008; Brown, 2008; Farndale et al., 2014; Gholam et al., 2015; Kaliannan, Abraham, & Ponnusamy, 2015; Oracle, Paper, & David Wilkins, 2012). 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; Brown, 2008; Sarwar, 2013).

Meanwhile, performance management is a process for ensuring employees focus on their work in ways that contribute to achieving the

organization's mission in indispensable for a business organization. Actually, performance management includes various types or system. Performance management system is a kind of performance management forms. Supervisors and managers are responsible for managing the performance of their employees. Each organization's policy should specify how the performance management system will be carried out. Organizations should adopt performance management practices that are consistent with the requirements of this policy and that best fit the nature of the work performed and the mission of the organization. Therefore, it is important that this research will be conducted or existing research will be expanded to understand employees' experiences and perceptions of performance management and appraisal system so that a completed and comprehensive performance system could be built up. Moreover, it is important for employees and managers to understand that performance management is the key determinants of an organization's long term success or failure. If employees are not happy or do not agree with the performance management system, they are likely to be unwilling to take an active part in the process because they do not see any value of it. As a result, the organizational performance and productivity would decrease due to the inefficiency employee performance.

2. OBJECTIVES

In this research, researchers want to examine the relationship between developing talent and performance management in selected public universities.

3. METHODOLOGY

In this research, researchers used quantitative method to meet to objectives that has been outlined. Furthermore, this research it is a factorial analysis studies that uses the survey method to collect primary data. The research instrument of the study is a structured questionnaire and Likert scale format is used. For the purpose of collecting primary data, a questionnaire was prepared for this study

4. SAMPLING DESIGN

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.

5. STATISTICAL DESIGN

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.

6. GEOGRAPHICAL AREA DESIGN

Three universities have been selected randomly and the respondents were selected according to the sampling design chosen.

7. RESULTS

Table 1 showed an overall correlation of DT and PM in selected public universities. Based on the findings obtained, University A showed a higher correlation of DT and PM compared to University B and University C. University A indicated DT was a statistically significant linear relationship with the direction of the relationship is positive and the strength of the relationship was moderate ($r=0.554$, $p<0.01$). Meanwhile, University B showed DT was a statistically significant linear relationship with the direction of the relationship is positive and the strength of the relationship was moderate with PM ($r=0.464$, $p<0.01$). On the other hand, University C having DT that was a statistically significant linear relationship with the direction of the relationship is positive and the strength of the relationship was moderate with PM ($r=0.420$, $p<0.01$).

8. SUGGESTION

Top management of the public universities that were selected to involve in this study need to revise

their programs in DT in order to boost the PM of institutions. Programs like training, team building, niche program like teaching and learning method, classroom management and so on and so forth need to be done more times because the output of this program will help the human capital development as well the university performances. Other than that, in future research, the variable can be tested to job satisfaction or leadership style because these two variables also play a vital role towards institutions achievement.

9. CONCLUSION

As a conclusion, public universities need to utilize DT as a whole in order to improve PM in the institutions. Based on the findings obtained, it shows that moderate relationship between DT and PM actually trigger top management of the university in order to take a rapid action to boost the university performance. Once the university performance has increased, it will lead to better opportunities like university ranking will be increased, able to attract best talent either locally or internationally to work with the university or able to get lot of research grants from the government. This improvement of university performance based on DT approaches will help a lot of people directly or indirectly.

10. FIGURES AND TABLE

Table 1

Relationship between Developing Talent and Performance Management

Variable		Public Universities		
		A	B	C
		Performance Management	Performance Management	Performance Management
Developing Talent	Pearson Correlations	.554**	.464**	.420**
	Sig (2-tailed)	.000	.000	.000
	N	238	238	238

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