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## THE RELATIONSHIP BETWEEN TALENT MANAGEMENT AND JOB SATISFACTION IN SELECTED PUBLIC HIGHER LEARNING INSTITUTIONS

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### ABSTRACT

*Talent Management (TM) has to get attention in Higher Learning Institutions (HLI) in Malaysia. Ministry of Higher Education (MOHE) has analyzed and determined to propose TM in public HLIs. Therefore, few approaches and strategies have been outlined in Malaysia Education Blueprint 2015-2025. On the other hand, MOHE also believes that TM is able to initiate Job Satisfaction (JS) among employees in the institutions. Therefore, this research is to examine the relationship between TM and JS in selected public HLIs in Malaysia. Quantitative approach has been used in order to collect primary data from 238 respondents in selected public universities. 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 TM and JS. However, University A scored slightly higher correlation between TM and JS as compared to other two public HLIs. As a conclusion, each public HLI has their own mission and vision that needs to be achieved. Therefore, different strategies might be used in TM in order to obtain a good relationship with JS. Based on the findings obtained, it shows that public HLI has taken their own initiative to boost their employee JS by using TM has one of the approaches but somehow, the strategies taken still need to be monitored and re-structured to get the good relationship between these two variables.*

**KEYWORDS:** *Talent Management, Job Satisfaction, Public Higher Learning Institution, Quantitative Method, IBM SPSS.*

## 1. INTRODUCTION

The emergence of TM into the literature and practice is still considered as fairly new, yet it gained a considerable attention among both researchers and practitioners for its strategic influence in the current highly competitive global economy (McCauley & Wakefield, 2006). So far, the academic literature is focused on developing a clear definition of TM and exploring its impact on organizational performance in terms of creating competitive advantage and enhancing the level of motivation and engagement among talents (Bhatnagar, 2007; Kehinde, 2012). Despite this focus and attention, various researchers noted that TM literature continues to be under-explored (Collings & Mellahi, 2009; Garrow & Hirsh, 2008). In addressing the academic background of TM, Lewis & Heckman, (2006) argued that the subject was explicitly explored from the practitioners' perspective without being subjected to solid academic and peer-reviewed research. In line with this reasoning, Collings and Mellahi (2009) noted that the literature of TM remains unclear about the concept as a whole especially in terms of its definition and theoretical boundaries. In addition to this, Yarnall, (2011) posited that organizations who are implementing TM without careful considerations to the consequences of such application neither on the talent pool nor on the remaining employees and this can be looked from the practitioners' perspective. From the practical background, Garrow and Hirsh (2008) noted that TM requires additional attention in terms of its focus and fit within the organization. Among the different dimensions that require additional attention, Garrow and Hirsh (2008) highlighted the TM implementation must be practical into the organization's culture and workforce. According to Höglund, (2012) TM as in HR practices, send organizational signals that are interpreted differently by employees in a way that impacts their attitudes and behaviors. However, positive and negative impacts of TM on employees are not fully explored yet and constitute a current gap within the TM literature (Höglund, 2012). In addition, he explained further on how the different groups of employees perceive the implication of TM on their employment relationships constitute a fundamental research blueprint for expanding the scarce knowledge about the consequences of TM (Höglund, 2012).

TM also lead to facilitate the development and career progress of highly talented and skilled employees in the organization by using formalizing procedures, resources, policies and process (Gay and Sims, 2006). TM encompasses a set of activities that focus on attracting, developing and retaining a

specific group of employees, identified as talents for addressing future strategic organizational and workforce needs (D'Annunzio-Green, 2008; (McCauley, McCauley, Wakefield, & Wakefield, 2006). Indirectly, the application of TM requires that organizations differentiate among their employees based on their level of performance (United States Chamber of Commerce Foundation, 2014; Fallis et al., 2013). Research have strongly recommended these talent management practices because of their positive contribution to employee attitudes and behaviors, lower levels of absenteeism and labor turnover, and a higher level of productivity, quality, and customer services in all types of organizations regardless of sector, size or country (Abraham, 2015). Large studies in the US and UK concluded that high-performance talent management and resource practices similar to that of best practices had a positive effect on labor turnover, productivity, financial performance, trust, job satisfaction, commitment, product and service quality, and performance management (Arulrajah, 2015).

## 2. OBJECTIVES

In this research, researchers want to examine the relationship between talent management and job satisfaction in selected public higher learning institutions.

## 3. METHODOLOGY

In this research, researchers used a quantitative method to meet to objectives that have been outlined. Furthermore, this research it is a factorial analysis study 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 and 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 TM and JS in selected public HLIs. 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 ( $r=0.430$ ,  $p<0.01$ ).

**8. SUGGESTION**

Top management of the university, as well as Ministry of Higher Education, need to take a progressive action in order to revise or restructure TM program in the university to boost their employee JS. Top management needs to look deeply at the current practice in TM especially in attracting, developing and retaining the program. Each of this process will lead to JS of the staff. Therefore, since

the moderate result obtained in this research, it needs to be considered to amend those programs. In the future research, the scope of this research can be expanded to all universities in Malaysia in order to see the current trend of TM practices.

**9. CONCLUSION**

As a conclusion, public HLIs have their own mission and vision that needs to be achieved. Therefore, different strategies might be used in TM in order to obtain a good relationship with JS. Based on the findings obtained, it shows that public HLI has taken their own initiative to boost their employee JS by using TM has one of the approaches but somehow, the strategies taken still need to be monitored and re-structured to get a good relationship between these two variables. As a recommendation, public HLIs need to come up with a research to evaluate their own staff based on TM approaches. TM practices comprise of attracting, developing and retaining talents which do believe will increase JS of the employees if and only through research has been done on them. University management can make two groups which experimental groups as well as a standard group. Thus, the results of this research will be a benchmark for to the HLIs to take a further action.

**10. FIGURES AND TABLE**

**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

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