The Relationship between Retaining Talent and Job Satisfaction in Selected Public Higher Education

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Abstract

Retain a best talent has become a main agenda in any organizations especially in higher education sector. This sector has become very competitive in serving a very good education to the society. In having a best talent with the skills and expertise, it will help the institution to achieve their mission and vision. Thus, one way of retain the best employee of the organization; top management needs to know theoretically and mathematically about their employee job satisfaction (JS). Once their employee satisfied with the job and environment, surely they will retain longer in the institutions. Thus, this research is about to examine the relationship between retaining talent with JS in selected public higher education in Malaysia. Quantitative approach has been used in order to collect primary data from 238 respondents in selected public universities which are Universiti Sains Malaysia (USM), Universiti Pendidikan Sultan Idris (UPSI) and Universiti Teknologi Mara (UiTM). 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 retaining talent and JS. However, USM scored slightly higher correlation between retaining talent and JS as compared to other two public higher educations. In conclusion, employees will retain longer when they are fully satisfied with their job, environment as well as their salary. Thus, it is quite important to the public higher education to take an effective approach to cater their employees need and wants in order to retain their best employees which directly help the public higher education to success.

Keywords: *Retaining Talent, Job Satisfaction, Public Higher Education, Quantitative Method.*

1. Introduction

Retaining an employee is essential rather that recruiting them. Hence, it is important to the company to take retention practice as a top priority as compared to other practices (Chhabra & Mishra , 2008). Aside from company culture, rewarding staff and employee satisfaction for staff retention, encouraging creativity in employees and becoming specialists in their field is another way, and shares that they created a sector-specific matrix (2). Meanwhile, instead of rewarding staff and giving full attention of the best talent in the organization, management must consider their employee as their customer. Hence, the organization must come up with the new strategies of getting and keeping talent which lead them to be an innovator in this area (Graen & Grace, 2015). In India, service sector lead growth has been letting into one's house a great amount of complete attention. The growth is more bent in the direction of knowledge and skills. Due to this, it has happened to focus to the manpower that embedded with skilled. Moreover, India is one of the best countries that able to supply a good talent into the world. On the other sides, the top student that has

International Journal of Advanced Scientific Research and Management, Vol. 2 Issue 5, May 2017.

www.ijasrm.com

ISSN 2455-6378

been recognized globally due to great achievement in their studies has been acknowledged by the World Economic Forum rankings (4,5). However, most of the organization portrayed their concerns about the employability of this talent recently (Brown, Hesketh, & Williams, 2011; Fuchs, 2014; Hamid et al., 2011; Nilsson, 2014). Research has been done by Singh et al., (2012), it shows employees most likely to stay with their employers once employers know how to appreciate them. They also come up with four factors which are A company's JS and professional development practices, the quality of supervision it provides employees, and the extent to which it behaves in a socially responsible.

As JS has its own determinants (12) it leads to many researches that lead to JS of the HLIs' staffs. According to research done by Dinham & Scott, (2000), the finding of this research only partially supported Herzberg Two-factor Theory. This study shows that all motivator factors are related to job dissatisfaction, while some of the hygiene factors, in fact, lead to job satisfaction. These "motivators" in Herzberg's words including advancement, recognition, responsibility, achievement, and the work itself attained low value for Malaysian faculty members, showing a trend in the direction of job dissatisfaction. Two "hygiene" factors, policy and administration, and salary were low in Herzberg's model, but appeared high for Malaysian faculty members, disclosing a trend in the direction of job satisfaction. Other than that, according to Williams & Gull, (2015), interpersonal relationships at workplace serve as a critical factor in the development and maintenance of trust and positive feeling among workers. Moreover, the relationship between supervisor and subordinate or among co-workers needs to be enhanced since it influences job satisfaction.

2. Materials and Methods

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 a 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 238 questionnaires were given to the respondent and collected at the same time. In analyzing

information obtained, the researcher used Pearson Correlation Coefficient.

3. Results and Discussion

Table 1 showed an overall correlation of retaining talent and JS in selected public higher education. Based on the findings obtained, USM showed a higher correlation of retaining talent and JS compared to UPSI and UiTM. USM indicated retaining talent 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, UPSI showed retaining talent 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=0.534, p<0.01). On the other hand, UiTM having retaining talent 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=0.520, p<0.01).

Table 1
Relationship between Retaining Talent and Job Satisfaction

Variable		Public Higher Education		
		USM	UPSI	UiTM
		JS	JS	JS
Retaining Talent	Pearson Correlations	.584[**]	.534[**]	.520[**]
	Sig (2-tailed)	.000	.000	.000
	N	238	238	238

4. Discussion

A recent study done by Zeinab & Abdolkhalegh (2015) indicated that there is a significant effect between factors such as attracting the talents, alignment, talent maintenance developing the talents and JS. Utilizing of TM is not only can hire, reinforce and evaluate the talent but it also can lead to personal growth, satisfaction and loyalty in employees. In the educational sector, Austin (2009) indicates academician attracted most because of the job, not urban amenities or other characteristics of place.

This finding is consistent with Errika (2007) that had revealed that job attributes it is more important compared to organizational attributes. In this case, it shows that applicant is more interested in the job roles itself in order to develop themselves rather than looks into organizational conditions. This finding is contradicted with Evans (2012) which stress in about the employer brands are the key to attracting and retaining talents and it leads to JS of the employees itself. These findings supported by Kate, Helen, and Tracey (2010) indicated that by having great brands, employers also need to give greater attention to diversity and work-life balance for their employees because they believe in needs and wants of the employee fulfilled, the organization will boost.

According to Shazia & Shahnila (2015), there is a significant positive relationship between attracting and recruiting talent with JS. Researcher emphasizes on the vital of employer branding in enhancing the company and employee satisfaction. On the hand, corporate social responsibility also able to help organizations to stay aggressive, develop the piece of an overall industry and upgrade client dedication. Keri (2011) has mentioned about potential talents are much attracted to the values of the company. Meanwhile, Emily (2012) found enough information about the job when advertising opportunities play the biggest role in attracting potential talent. All the organization set their own strategies or adapted and adopted from the successful organization in developing their talent in order to enhance the employee competencies in term of knowledge, skills and especially attitude (CIPD, 2006). Talent development strategies may help to cultivate high potential people and future leaders for the organizations. The modern organizations pay their attention to create a learning culture within the organizations. However learning philosophy will be affected on learning the culture. Learning philosophy refers to management perception on individual progression in learning. If the management considers learning as an investment, in future, the organization will reap all what they have sowed (Armstrong, 2012) which is benefited for both organizations and individuals. The mechanisms for creating a learning organization are training and development, coaching, mentoring, succession planning, in-house development programs etc. (Farrukh & Waheed, 2015). These mechanisms consider as learning strategies or talent development strategies which should execute to gain organizational performance (Niazi, 2011; CIPD, 2000a).

6. Conclusions

As a conclusion, public higher education needs to utilize their best talent holistically in order to get the benefits for the university development. In the meantime, public higher education also needs to revise their scheme and program that relate with retain their employee in order to get the JS. According to the findings, it shows that the current practice on retaining talent still in moderate level which it gives a lot of opportunities to improve. Therefore, university as well as Ministry of Higher Education must take progressive way to ensure their best talent is remain in the organization and concurrently, the best talent get their JS.

Acknowledgments

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