

RELATIONSHIP BETWEEN EMPLOYEE
ENGAGEMENT, CAREER DEVELOPMENT,
ORGANISATIONAL CULTURE, PSYCHOLOGICAL
OWNERSHIP AND STAFF'S TALENT
MANAGEMENT IN SERVICE INDUSTRY

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I hereby declare that:

- 1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- 2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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ABSTRACT

RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT, CAREER DEVELOPMENT, ORGANISATIONAL CULTURE, PSYCHOLOGICAL OWNERSHIP AND STAFF'S TALENT MANAGEMENT IN SERVICE INDUSTRY

By

YAP YING YING

Employee engagement, career development, organisational culture and psychological ownership have been recognised by many authors as an important talent management practice in the retention of talent employees. In today's complex and highly competitive business environment, retaining highly skilled employees and knowledge workers has become one of the major priorities of organisations and the vital differentiator for talent management as the right talent is the assets to organisations and is necessary for the survival of every business. Consequently, staff's talent management is now viewed as an instrument to strengthen organisational capability through employee engagement, career development, organisational culture and psychological ownership. For research methodology, 104 employees of Cruises Administrative Services Sdn Bhd have enrolled in this research. Descriptive survey design was adopted since it helps to identified, described and understand the characteristics of a group of people in a given situation for further research. In addition, multiple regressions analysis and correlations analysis were performed with the aim of analyse the relationships between independent variables and dependent variable.

CHAPTER 1

INTRODUCTION

In today's rapidly moving dynamic business environment, organisations begin to discover and experience skills shortages and progressively harder to employ top talent workers. The organisation also facing the challenge of retaining their talent (Scullion, Collings, & Caligiuri, 2010; Tarique & Schuler, 2010) and the risk of losing their current talent to the competitors with vast market changes, demographic changes, international competition and the shift from Industrial age to Information age (Michaels, Handfield-Jones, & Axelrod, 2001). As a consequence, there is increasing needs for highly skilled employees and knowledge workers.

Organisations should retain the talents by ensuring identification, commitment and engagement through different aspects, such as organisational support, organisational values and job challenges (Andersen, 2013). The capability to maintain high talent employee is the key differentiator between those organisations that making profit and those that do not (Mohammed, 2015; Wanjiru, 2007). Furthermore, organisation should reorganize their strategy to carry on their top skills and resources they have when facing challenges in the talent management.

Organisation needs to have a pool of potential talent to continue strive for success in the era of globalization as talent becomes the potentially powerful source of competitive advantage. In other words, organisation must realise their responsibilities that they hold towards their employees and manage their work forces effectively in order to achieve and maintain a wide-ranging competitive advantage (Collings & Mellahi, 2009). As a result, retaining talented workers has becoming the major concern of the organisations as in the immediate future, talent

management and talent retention issues will becoming the most critical workforce management challenges (Kibui, 2015).

Talent management is considered as the primary management tool to support organisational competence through career development, employee engagement and psychological ownership as well as organisation culture enhancement which also the effort by the organisation to keep their desirable talent workers with the organisation in order to gain competitive advantages and meet the business objectives (Kibui, 2015).

On the other hand, research also shows that there are relationship between employee engagement, organisational culture, psychological ownership and career development which have a significant influence on staff's talent management in term of talent retention in the organisation (Lockwood, 2006). Successful organisations have been increasingly distinguishing that survival and growth in the existing market place cannot occur without an effective talent management strategy (Wanjiru, 2007).

Lastly, this research paper is studied the relationship between employee engagement, career development, organisational culture, psychological ownership and Staff's Talent Management in Service Industry and their impact on talent retention. It also focusing on organisations should believe talent management able to attain and retain the best talent workers for the success of the organisation. The research methods used in this research is quantitative where quality questionnaire have been performed. Data Collected was analysed using SPSS software (Wambugu, 2014).

1.1 Research Background

Today's global economy has become complex and highly competitive where economic growth, glowing competition, high employee turnover and shortage of skilled workers has become one of the critical concerns facing by the organisations today (Lathitha, 2012). It is essential for the survival of the organisation to learn compete successfully in order to achieve sustainable development (Tarique & Schuler, 2010).

Organisation is depending on talented group of workers to transform its company mission and vision into realism. Thus, attracting, developing and retaining great talent can seem to be a never-ending task for the organisation. Organisation also aim to developing the right talented people in the right place at the right time, ensuring the comfort and save environment for the talented workers to contribute their best effort and continue committed to the organisation (Uren & Jakson, 2012).

Besides that, it will also be advantages to understand the word “talent” before going deeper discussion in talent management and its practices. The word “Talent” in general is refers to the particular individual’s ability, skills and capabilities to sustain in a particular position or field (Kaur, 2013). Talent also referring to those people who have high prospective in order to successfully perform out transformation and change in the organisation even though they are having limited knowledge and skills (Kaur, 2013).

According to Cheese (2008), talent workers can generate great performance, which in return can attract new talent and generates the wealth to rewards it. Talent workers also drive the improvements in term of efficiency, quality, improvement and customer satisfaction, which can feed into ending results. In consequence, a term "Talent Management" has begun to the organisation in the recently with the purpose of recommend one whole clarification for all issues in term of attracting, developing and retaining the capable talent workers for future.

According to Kaur (2013), the word “Talent Management” in an organisation is defined as the process of attracting, developing and retaining potential talent workers. In other words, talent management is referring to the development of increasing new talent workers, developing and retaining current talent workers, as well as attracting new skilful workers to join for the organisation. Whereas Newhouse, Barbara, & Jones (2004), classified talent management as “ensuring an equate supply of talent manpower across the organisation to accomplish the competitive advantage, enhanced business performance, and maximizing the efficiency of an organisation’s talent pool.

Talent management also involves positioning the right talented people in the right place at the right time which able to ensure that talent workers can maximize their talent for optimal the achievement of the organisation (Devine, 2008). Thus, organisation has prioritized to make sure they obtain the right staff as talent management has been associated to successful attraction, development and retention of employees (Beheshtifar, 2011). Moreover, talent identification and development helps the organisations to recognize which talent that is able to play leadership roles in future.

Mokwaro & Abok (2014) has been investigated factors that will affect talent management in the state corporations. Their study show that factors such as career development, organisational culture, working environment, reward and recognition will significantly influence the implementation of talent management (Kibui, 2015).

In addition, long serving employees are a rarity nowadays and this is also an evident which indicates that the turnover rate has increases in the organisations. The blooming economy today has influenced the commitment level of employees and they are changing their jobs more often than before (Boles, Madupalli, Rutherford, & Wood, 2007). Thus, successful talent management strategies and practices which begin the responsibility to talent workers achieve in having more engaged employees and decrease the employee’s turnover rate. Consequently, employee engagement plays a significant role and impact on employee efficiency and talent retention.

Employees are an organisational most important asset or resource. The reason is employee is the one who carry out the day to day functions of the organisation which enable the organisation to work smoothly and make profit (Abiodun, 2011). Hence, when talented employees are engaged to their work and also willing to committed to their organisation, it can be assume that the turnover rates would be low (Lindholm, 2013). Employee engagement also considers an aspect to talent management which has become the focal point of employee retention (Kibui, 2015).

Besides that, career and leadership development was identified as the primary focus of talent management as well. Hence, talent management also consider as a tool to strengthen organisational competence through performance enhancement, succession planning and career development (Iles, 2007). Organisations can develop targeted skills critical to the organisation and plan to refine their overall talent management strategy.

The talent management practice also facilitates to encourage the influences of talents and to release their potential which did not occur in the traditional management. When organisation making the enlargement of opportunities obtainable to the talent with the purpose of enhancing all employee skills and contribution development opportunities to those who might be interested, it will have significant influence on talent retention when employee having the career advancement opportunities (Lockwood, 2006).

On the other hand, organisation culture that always having rewards and recognition will facilitate to maintain talent and enhance performance of the organisation. Management need to establish a skilled workforce for the talent to understand the vision and mission of an organisation. Besides that, provide a work life balance working environment to the employees also will able to successfully attract and maintain necessary talent.

Last but not least, according to Fiorito, Bozeman, Young, & Meurs (2007), psychological ownership also play an important role in the talent retention in an organisation. Psychological ownership enable employee to take personal

ownership which concerning a particular process, task, and procedure that impacting performance in the organisation will increase their belongingness to the organisation and willing continuous serve the organisation (Kaur, Sambasivan, & Kumar, 2013). According to Branham (2001), many talent workers will leave the company when they do not feel the belongingness to the organisation, could not see their career development or their effort and contributions are not being recognized and valued by others (Wanjiru, 2007).

In this research, Star Cruise Administrative Services Sdn Bhd is used as a basis of information in the empirical measure and targeted sample was also done in this company. Star Cruises is the third leading cruise line in the world after Carnival Corporation and Royal Caribbean Cruises. Star Cruises is owned by Genting Hong Kong and its corporate headquarters in Hong Kong. Star Cruise is dominates the Asia-Pacific market with having ships like SuperStar Virgo, SuperStar Aquarius, SuperStar Gemini, SuperStar Libra, Star Pisces, Taipan, and Genting Dream.

1.2 Problem Statement

Talent shortage is being experienced by most of the organisation and this impact the organisation regardless to industry facing significant challenges in recruitment and retaining talented staff. This may due to the expertise possessed by existing workers may not suite or required by the organisation for sustainable competitiveness advantages (Buhler, 2008).

Besides that, talented candidates that in the international profession market will have a plenty of choice (Kibui, 2015), hence talent retention become one of the challenges facing by the organisations (Chew, 2004; Ng'ethe, Iravo, & Namusonge, 2012) as a person is not hired for the right job (Kumar, 2013).

Besides that, organisational tend to spend a lot of money in recruited the most talented workers to their organisation but do not really enhance much in retaining

them to ensure a continuous flow of work and lose the talented worker in the end (Tarique & Schuler, 2010). The consciousness of lack of talent are progressively becoming one of the major human capital concerns and challenge for the organisations as they compete for the same pool of talents (Gardner, 2002) and struggle to keep those skilful and talented employees as well as the capability to attract, develop, and retain a desired supply of key talent (Coy, P., & Ewing, 2007).

In addition, the efforts spend in attracting and recruiting talent workers are wasted if organisation cannot retained them (Daley, 2002). Hence, it is essential to emphasis on managing talented workers as an organisations competitive asset (Nyanjom, 2013). Organisation also needs to deal with their talents in global context and look into talent management seriously in order to enhance the retention of top talent (Lockwood, 2006).

Talent management is serves as strong Human Resource Management tool for evaluating talent retention in organisations as most of the organisation understand that staff turnover might due to lack of promotion, ineffective training program, poor compensation system, succession planning, and no career path, which is all included in the principle of talent management (Frederick, 2014). In addition, employing turnover analysis, exit interviews, salary/wages and benefits package as well as workforce planning are necessary for talent management to understand potential problems that causes the employee turnover (Daley, 2002).

Past research shows that most of the employees will leave companies for better career and development opportunities, better payments package and job satisfaction among other factors (Wanjiru, 2007). Hence, Organisation need to ensure employees satisfaction to work and stay with the organisation (Kumar, 2013).

On the other hand, research also shows that employee engagement, organisational culture, psychological ownership, and career development having significant influences on staff's talent management in term of talent retention in the organisation (Frederick, 2014; Kibui, Gachunga, & Namusonge, 2014; Mayhew,

Ashkanasy, Bramble, & Gardner, 2007; Olckers & Du Plessis, 2012; Phillips & Connell, 2003; Jon L. Pierce, Rubinfeld, & Morgan, 1991; Stans, 2012; Tanton, 2007; Tharp, 2013; Villiers, 2006). Taking all these aspects into consideration, organisation needs to improve their recruiting process to be more efficient and identify high performers and successors to key positions throughout the organisation to achieve organisation's business objectives and needs. However, it is challenging for the organisation to examine the talent of the organisation currently without the implementation of talent management.

This research therefore seeks to identify whether there are any relationship between employee engagement, career development, organisational culture, psychological ownership and staff's talent management in Service Industry.

1.3 Research Objectives

The research aims to understand the relationship between employee engagement, career development, organisational culture, psychological ownership and staff's talent management in Service Industry.

Besides that, this research also aims to provide more information regarding the staff's talent management to the management group of the case company as talent management has increasing importance in the competitive and modern business world. Researcher also intends to discover more information in order to provide finding for organisational in term of how they can improve in managing talent.

This research wish to achieve the following objective:

1. To understand the role of talent management in employee retention.
2. To determine whether talent management play a role in retaining talented employees in an organisation.
3. To examine whether employee engagement, career development, organisation culture and psychological ownership influenced staff's talent management in term of employee retention.

1.4 Research Questions

The research questions have been established according to the needs of the case company to understand more on the relationship between employee engagement, career development, organisational culture, psychological ownership and staff's talent management in Service Industry.

The research aims to answer the following questions:

1. Does talent management play a role in talent retention?
2. What is the relationship and influences of Employee Engagement on staff's talent management in an organisation?
3. What is the relationship and influences of Organisational Culture on staff's talent management in an organisation?
4. What is the relationship and influences of Career Development on staff's talent management in an organisation?
5. What is the relationship and influences of Psychological Ownership on staff's talent management in an organisation?

1.5 Significant of the study

The progressively importance of talent in the modern, complex and competitive business world has begun a need to emphasis on managing talent as an organisational competitive asset (Gupta, Pike, & Roos, 2002; Nyanjom, 2013). This study will be able to contribute to the organisation in term of how Talent Management practices such as employee engagement, organisational culture, psychological ownership and career development will be able to help the organisation to retain talent workers (Kibui, 2015) as organisation is depending on talented group of workers to transform its vision and mission into realism.

Staff's talent management is crucial because organisation needs to understand and have the right processes in place in order to develop and retain talent workers. However, most of the organisations only locate more effort on attracting new

talent to their organisation but overlook into developing and retaining talent (Rani & Joshi, 2012). Hence, organisation should put more effort on maintaining current talent employees. Organisation can grant more training and development opportunities to the potential talent in order to retain talent to enhance competitive advantage.

This research also intends to assess literature correlated to talent management and the outcomes of talent management in talents retention as well as how organisation can manage people in a consistent and measurable way so that the talent can be develop through experiences by providing supportive working environments, mentoring and supportive managers that provide feedback and empowerment to ensure that organisation having better positioned to meet the problems of the talent shortage (Kibui et al., 2014).

The study finding can help the organisation in evaluating the importance of talent management in terms of the various talent management strategies including learning and development, talent retention, and career management which will help the organisation to improve on their organisational performance (Mangusho, Murei, & Nelima, 2015).

In addition, this research attempted to understand the accomplishments and challenges of staff's talent management (Oladapo, 2014) and making contributions to awareness on staff's talent management in term of enhancing talent retention. Moreover, researcher wishes to understand what determines talented employee's intention to stay or quit an organisation (Kibui, 2015).

As conclusion, it is important for the organisation to focus on talent management nowadays and turn them into valuable asset for the company. Moreover, employee engagement, organisational culture, psychological ownership and career development will be able to help the organisation to retain talent workers. Hence, organisation should take these important factors into consideration as it help to improve the organisation's performance.

CHAPTER 2

LITERATURE REVIEW

Most of the organisations today are encounter the challenge of retaining their talent employees persists in the global markets (Kibui, 2015; Schuler, Jackson, & Tarique, 2011; Scullion et al., 2010; Tarique & Schuler, 2010; Wanjiru, 2007). Thus, talented employees' retention has become one of the critical concerns facing by the organisations today. This is due to the lack of availability of skilled employees, high employee turnover, competition and economic growth (Kibui, 2015).

Moreover, the employment relationship is currently experiencing significant challenges where organisation struggle in developing, motivating and retaining those talented employees. This has made the finding and talented employees' retention becoming the major priorities for organisations (Fegley, 2006). Höglund (2012) has also indicates that there is a short of empirical contributions, examination and research regarding talent management area.

This research project is going to provide an overview of the related literature review as well as introduces theoretical and practical aspects of staff's talent management in Service Industry with the relationship between employee engagement, career development, organisational culture, psychological ownership on employee retention strategy and how talent management play an important role in employees' retention and reduce unhealthy employee turnover.

2.1 Employees Engagement

Employee engagement is defined as employees' willingness to learn, concentrated on the job, ability to perform at work, willing to participate themselves fully in their roles, willing to put extra effort to achieve better outcomes and help the organisational succeed, mainly by providing optional effort on sustainable basis with in line with the organisation's value and strategy (Peter Cheese, 2010; Hellevig, 2012; Kibui, 2015; Towers Perrin, 2003).

Gibbons (2006) has defined engagement as heightened intellectual connection and emotional that employees have for their organisation, manager, co-workers or job which consecutively inspirations them to apply extra discretionary effort to their work. According to Nasomboon (2014), employee engagement is also define as the individual's feeling of enthusiasm and satisfaction in work-related activities for the organisation. The level of involvement and commitment of an employee towards the organisation (Lindholm, 2013) will increases organisational service quality and performance (Markos & Sridevi, 2010).

In addition, Towers Perrin (2003) has indicates that there is a relationship between employees' engagement and staff talent retention and consequently employee engagement is essential importance to successful implement staff's talent management. Bhatnagar (2007) also viewed employee engagement as a significant indication since it has been associated to increase retention of talent as an effect of Talent Management processes.

Besides that, according to Glen (2006), employee engagement is the rationale to retention of talent and Suharti & Suliyanto (2012) also believe that employee engagement have positive impact on the organisation and becomes one of the vital factor in the success of an organisation. White (2009) also emphasize that the lack of "employee engagement" in an organisation would deteriorate workers long-term commitment to the organisation, which will cause difficulty to develop, align and retain highly talented employees.

Talent Management strategy should contribute to employee engagement other than contributing to the effective attracting and recruitment of employees. Organisations then can further maximize and appoint their talent employees through an effective Talent Management strategy which can clearly ensure a competitive advantage. Nasomboon (2014) state that there is a statistical relationship among employee engagement with enlargements in organisational cost-effectiveness, productivity, job satisfaction where career contribution and trust are considering the principal elements of organisational success.

According to Lindholm (2013), continuous motive the employee also inspiration employee engagement. It is consider challenging to enquire employee to be engaged to their job without motivation toward the job. On the other hand, compensation and benefits, employee recognition as well as learning, training and development will have positive impact on employee engagement.

Lunenburg (2011) also agree that if organisation able to meet employee expectations toward their needs, it will positively affects employee motivation, which will indirectly enhance employee engagement and job effort.

Cook (2008) research prove that engaged employees are feeling motivated by the effort they are doing and they really care able the future of the organisation as well as willing to work hard to make the organisation succeed. Cook (2008) has divided employee engagement into four categories for further understanding which are cognitive engagement, emotional engagement, physical engagement and advocacy.

Cognitive engagement is referring to the degree to which the engaged employee concentrations very hard on work and emotional engagement is referring to the degree to which the engaged employee feels captivated in the work, while for physical engagement, it is referring that the degree to which engaged employees are willing to go extra mile, put their effort to complete the task (Cook, 2008). Lastly, Cook (2008) classify advocacy as the extent to which the engaged employees would recommend the organisation to their family and friends in terms of job opportunities.

Besides that, reasonable assessment of an employee's performance also an essential principle for determining the level of employee engagement and motivate them to retain with the organisation (Kibui, 2015). According to Gallup (2010), if an organisation has a great number of engaged employees, it will benefit the organisation to attract new talented people to join the organisation. This has support by Kular, Gatenby, Rees, Soane, and Truss (2008) that high number of engaged employees enhance positive structural result.

As conclusion, employee engagement will have a significant influence on organisational outcomes. Hence, one of the effective ways to retain talent is to fully engage them in the organisation core operations and appreciate their efforts, hard work and the level of involvement and commitment an employee has towards the organisation (Bechet, 2008). Ologbo & Sofian (2013) has concluded that employee engagement as a fundamental to the talent retention and might be a powerful aspect for organisational achievement as it has a significant prospective to have an effect on employee productivity, loyalty, and retention.

Therefore, effective staff's talent management practices and policies that can demonstrate the effort and commitment to human capital will resulted in more engaged employees and lower turnover in the organisation (Lockwood, 2006). Subsequently, employee engagement can create or trouble the organisation outcome (Lockwood, 2006).

2.2 Career Development

One of the main factors of staff's talent management in term of talent retention is the provision of training and career development opportunities (Chitalu, 2011). Career development is significant for talent employee retention where if organisation desires to reinforce their bond with their talented employees, they must spend some effort on development of employees (Hall & Moss, 1998). These can also ensuring that talent with the experience and qualifications are available when organisation needed (Kibui, 2015).

Learning and development programs are fundamental modules in the process of Talent Management, which emphasize on growth and development as main elements of business strategy that help the organisation to ensure and enhance the people attain with the skills and competencies they need (Armstrong, 2014). Woodruffe (1999) propose that an organisation should not only involve the establishment of opportunities for promotions for the talent employees within the organisation but correspondingly also providing opportunities for skill and training development which enable talent employees to improve their employability in the labour markets (Wanjiru, 2007).

On the other hands, talented people are also searching for the opportunities to learn, prospect of personal development and professional growth as well as the challenge of new role and responsibilities (Wagner, 2000). Thus, an opportunity for continuous learning considers significantly for many worker which will affect their decision whether to accept or remain in a role or position (Kibui et al., 2014). Therefore, talented employees keep on emphasizing career development activities.

Organisation can also treat career development process as a form of internal hiring which help the organisation to retain talented worker and save cost from advertise and recruit individuals that are unfamiliar with the organisation (Abiodun, 2011). The employees also have the chance to plan their career and grow with the organisation by realizing their full potential for the benefit of the organisation (Abiodun, 2011). Employees in general will react positively toward advancement opportunities and career development (Kibui, 2015).

Career development is the series of on-going activities in the organisation which involves training on new skills, making a career change within organisation to attract and retain to stay in the organisation for a long period (Kibui et al., 2014). Nowadays, the talented people are having a strong desire and very ambitious to succeed. They are expecting a high development of their career and demanding the assistance from the organisation to accomplish that development. Consequently, talented employees will only stay longer in the organisation if the organisations are able to provide them every opportunity to develop their potential (Kibui et al., 2014).

According to Frederick (2014), career development is considered as one of the fundamental points in attracting, developing and retaining talent in the organisation. When organisations offer career development opportunities for their talent to enhance their career, it will enhance the trust, motivation, improved commitment, and high retention rate. If the organisation ensures the employees meet their individual needs, it can increase employees' loyalty and restrict employees from leaving the organisation (Kibui, 2015).

Moreover, creating career opportunities for talented employees is a key strategy for a successful talent management system where it has benefit both organisation in term of creating and retaining a talent pool for competitive advantage and employees in term of their individual career development and progression (Frederick, 2014). Succession planning programs and internal career development will keep valued employees and link them with the organisation (Wanjiru, 2007) for looking opportunities to challenge of new responsibilities, learn new skills and professional growth (Wagner, 2000)

In order to achieve success in career management, three aspects are needed for talent management. They are cooperation from employers or managers and employees, career path planning example self-assessment, identification of career advancement interests and development needs. An employer is able to identify an employee's goals and achievement with career opportunities in the organisation, thus the employer is able to utilize the employee's professional interest in the organisation (Tanton, 2007).

2.3 Organisational Culture

Organisational culture is the way that employees perform their daily job activities in an organisational environment. Talent management emphasises that a good retention of an organisation's most dynamic workforce must have a positive organisational culture. This culture must be able to connect and influence the employees to their companies and stay engaged to their jobs (Phillips & Connell,

2003). Hence, when organisation do recruiting, organisation core values must clearly defined to the employees and incorporated it with organisation vision, strategy and goals (Wanjiru, 2007).

Organisational culture also consists of unwritten rules, norms, ideas, concepts, beliefs and values which generally process and follow by the employees (Erdem & Keklik, 2013). Strong culture in an organisation can enhance employee motivation, creates goal alignment, and controls to improve organisational performance (Wanjiru, 2007).

According to Stans (2012), organisational culture have good impact on talented employees retention by enabling the growth of talent opportunities faster. Talent management process is subjected to influence by organisation culture as Leader-Managers must be able to direct, operate and plan in a different culture (Stans, 2012). Generally, employees' behaviour patterns such as what to believe, how to feel, how to react are most strongly influenced by the management team or leaders of the organisation (Wambugu, 2014).

A well balanced work-life, good leadership, two ways communication, recognition and social support are one culture that should be adopted (Frederick, 2014).

2.3.1 Leadership style

Leadership style is considered as culture driven (Kumar, 2013). Leaders and their expertise contribute in creating a culture which escalating of talent retention in which talent stay in an organisation to follow a good leader (Wanjiru, 2007). On the other hand, this also usually drives the talent away if the leader is not capable enough.

Employees willing to come to work every day and they smile, laugh, having fun and are productive while at work when the organisational culture is good and there is a trust relationship between the superiors and the subordinates, it lead to a

high employee engagement and enhance the talent retention in the organisation (Tammy, 2002).

Therefore, organisation must realised leaders and their leadership skills in forming a culture of talent retention. Pass researcher also conclude that organisational culture are more important compare to the job itself and people tend to leave managers and not the companies (Wanjiru, 2007).

2.3.2 Communication

Pass researchers have established that communication between superior-subordinate are significant in influencing talent employees job satisfaction in the workplace and their intention to stay or leave the organisation (Raina & Roebuck, 2014; Stevens & Hilse, 1996). Individuals who dislike intensely and assume negatively about their superiors are less willing to communicate or be inspired to work and most likely will think of leaving the organisation (Stevens & Hilse, 1996). Hence, the two ways communication between the superior with subordinate or organisation with employees are crucial to employee retention.

Wanjiru (2007) stresses that human resource management need to communicate over and over again with the employees to ensure that the organisation core values are well-defined and integrated into the organisation vision, goals and strategy. This was the first step in employee retention.

Besides that, accepting feedback and maintaining sincere communications are also one of the characteristics of employee retention strategy. Organisation can work to develop areas of dissatisfaction through interviews or communicate with disaffected employees, such as improve the employee benefits. Organisation can create a culture of loyalty that minimises the risk of turnover by spending some time to listen to the employees' need.

2.3.3 Reward and Recognition

Employees perform the daily task because they believe it's the right thing to do and they feel that they will be rewarded for their actions with a strong organisational culture (Wambugu, 2014).

Pay-for-performance systems have a significant impact in talent retention which organisation rewarding employees and reinforcing positive behaviour for their contribution to organisational success (Luthans, 2000).

When an organisation recognize employee effort and willing to invest in training program for the employee for employees personal or professional development, as well as compensated monetarily to their hard work, the employee is more likely will continue to stay with the organisation.

2.4 Psychological Ownership

Psychological ownership is a positive resource and the ability of an employee to take a personal ownership which concerning a particular task, procedure, and process that impacting their performance and relationship in the organisation (Kaur et al., 2013). Psychological ownership is theoretically different from organisational commitment, being inspired by work, job satisfaction or having the job as a fundamental life interest; it is about an exceptional characteristic of the individual familiarity in organisations.

As the 'war for experienced talent' escalates, there is a need to developing psychological ownership in employees (Villiers, 2006). When talent employees experienced feeling of psychological ownership in an organisation, which feel the need of belongingness to be in the right career position can be fulfilled by a particular job, work unit, work team, division, organisation or industry as a whole. They tend to participate in positive behaviours determined by the sense of accountability associated with feelings of psychological ownership. Thus, it happens to be increasingly essential to investigate the psychological issues that

influence employees' loyalty and commitment with the intention that organisations able retain their talented skilled employees easily (Villiers, 2006).

Besides that, the satisfaction of sense of belonging and needs will guide them to a certain level of psychological ownership which the consequence is either a positive or a negative behaviours (Olckers, 2015). This also will impact on talent employee's intention to quite or stay with the organisation. According to Olckers & Du Plessis (2012), managing psychological ownership can have positive effect and behavioural outcomes which can encourage organisational success and effectiveness and subsequently sustain talent retention.

Psychological ownership also has the ability to make employees to think and perform like owners which willing to take an ownership view of responsibilities and work related tasks that can in return enhance organisational success and effectiveness and subsequently sustain talent retention (Avey, Wernsing, & Palanski, 2012).

Brewer (1993) has indicated that the model of work inspiration suggests that people basically begin with both psychological and social needs on circumstance that they are well compensated. With that, contemporary organisations can have talented employees who are keen and proficient to invest themselves completely in their roles, who are psychologically associated to their work, who are committed and proactive to high quality standards. This will also indirectly increase the rate of talent retention.

Furthermore, Mayhew et al., (2007) and Pierce et al., (1991) also emphasize that organisations can gain advantages from managing psychological ownership as it can inspire talent employees to achieve at high levels and even encourage them to involve in extra-role conducts. According to Pierce, Kostova, and Dirks (2001), psychological ownership was consist of cognitive and affective elements and strictly associated to individual's identity as well as satisfies three basic human needs which are self-efficacy, self-identity and belongingness.

2.4.1 Self-efficacy

Self-efficacy is referring to the employees' assessments about their ability to perform tasks (Bandura, 1997). The possibility of being capable to influence a desirable result of actions and being intelligent to do something with concern to the environment are very significant in creating the psychological ownership.

Furby (1978) describes ownerships as part of the extended nature and are significant to the employees because psychological ownerships assist them to implement control over the physical situation as well as over other employees.

2.4.2 Self-identity

The following drive that strengthens psychological ownership is the essential for self-identity. Pierce, Kostova, and Dirks (2003) recommended that employees able to use psychological ownership to express themselves, to precise their self-identities to the others and to sustain their stability through the period of time.

Self-identity is also referring to the employees' interaction with others things such as purpose, mission or organisation that the employees will have the sense of identity with being recognized, sustained, reproduced and changed (Dittmar, 1992).

Rousseau (1988) summaries that employees begin, sustain, replicate and transform their self-identities by socialise or interacting with others such as intangibles like organisations, missions, visions or purposes. Consequently, it is essential to ensure that all the employees have clear defined goals and aims which they know precisely what their organisations expect and believe of them.

2.4.3 Belongingness

The meaning of belongingness in terms of psychological ownership in an organisations, it referring to employees share the common goals with others and they having the feeling that their current job function is fulfilling their personal requirements as well as they feel they belong to the organisation (Edwards, 2005).

Shamir, House, and Arthur (1993) state that talent employee's feelings of commitment, power, involvement, performance and cohesiveness are boosted by the transformational of management style in the organisation. Yukl (2012) defined transformational management style as the leadership behaviour that changes the values and norms of talent employees, inspiring them to achieve beyond their own prospects. Strong relationships between the superior and the employees will also enhance employees' sense of belongingness in the organisation. If the employees experienced and perceived that the management are going to understand, listen and attend to their needs, their spirits of ownership will be boosted and prevent them from engaging to other organisation (Avey, Avolio, Crossley, & Luthans, 2009).

2.5 Talent Management

According to McDonnell (2011), talent management is consider one of the most vital factors in ensuring sustainable organisational achievement which offer various benefits such as improved employee engagement, alignment to tactical goals with the purpose to identify the potential leadership of the organisation, culture of quality and much more (Ballesteros, 2010).

Mohammed (2015) also have the same view that talent management is consider as a set of tactics and structures to increase efficiency by initial enhanced processes for attracting, developing and retaining talents with the vital expertise and ability to meet existing and future business needs and success.

In addition, talent management is also an action taken by the organisations with the intention to attract, develop, and retain the talent workers in the most tactical roles (Scullion, H. & Collings, 2011). Talent management can be summarize as part of the corporate strategy to accomplish the mission and vision of the organisation (Ballesteros, 2010) as well as the ability of talent management in attracting and retaining talent which has been promptly becoming one of the significant concerns for the organisations across the globe (Hiltrop, 1999).

An effective Talent Management strategy and program must be aligned with the organisation's mission, vision, culture and overall policy as organisation is depending on a talented pool of employees to transform the organisation's vision and mission into reality. Hence, talent management plays an important role in effectively manage and retain the talent workforce in the organisations which is the objective of human resource management (Frederick, 2014).

Besides that, Gubman (1988) also comment that the increasing effect of global competition, complex information economy and demographics change is compatible to form a new business era, which is talent management. In addition, Evans, Pucik, & Bjorkman (2002) also emphasize that there is no lack of talented people in this world; but there is always a deficiency of the right talent in the right place at the right time. Talent management practices will also have significant impact on organisational outcomes such as enhanced competitive advantages, increase company attractiveness, achieve organisational business goals as well as increase customer satisfaction.

On the other hand, Cheese (2008) has identified skilled employees can generate high performance through talent management which sequentially attracts new talent, creates the capitals to reward it and initiative enhancements in productivity, innovation, quality as well as customer satisfaction.

2.5.1 Defining the Talent Management

According to Farley (2005), talent management is defined as the actions that include all necessary talent processes to “optimize” employees in an organisation which take into consideration of performance management, succession planning, talent selection, career development, development planning and support, recruiting and workforce planning. Talent Management can conclude as assigning the right talent in the right job at the right place.

Talent management also focusing on the ability to retain and develop talents as it can positively affect employees’ retention in organisations (Frederick, 2014). Generally, talent management is the execution of incorporated systems or strategies premeditated to enhance workplace efficiency by increasing developed procedures for attracting, developing and retaining talent with the essential skills and ability to meet the existing and upcoming business needs (Lockwood, 2006). With that, talent retention has becoming a major component and driver of talent management (Oladapo, 2014).

Moreover, an effective Talent Management practice can also have a significant influence on human resource outcomes such as increase employees’ job satisfaction and engagement, high level of motivation and commitment as well psychological ownership and trust in leaders.

On the other hand, Evans et al. (2002) given a more complex definition of Talent Management which is Talent Management act as the contemplate actions to attract, develop, and retain those individuals who have the capability to make a substantial impact on the outcomes of the organisation.

In this research, Talent Management was a set of processes and function of strategic management concerning the motivation for superior performance to build up the trust between management and the employee, training and development for the talented employees, performance reviews, job enrichment (variety of jobs) and attraction of talent as well as the opportunities for promotion to increase the employees engagement and enhance the employee retention (Tanton, 2007).

2.5.2 The importance of Talent Management

According to Stans (2012), talent management has becoming so important where organisations are forced to go wherever the talent is and organisation's performance seems to be increasingly reliant on its employees' skills and expertise. Effective talent management has become the fundamental to achieving organisational excellence and function as a driving force for the business accomplishment (Tanton, 2007).

The researcher has encouraged the need for managing talent and Bhatnagar (2008), also argues that talent employees have become the vital differentiator for Human Resources Management as leveraging competitive advantage. Organisations have to fully utilize Talent management to understand their employees better as well as retain the talent for their competitive advantage and benefits (Zorlu, 2009). It is also strongly supported by Boudreau & Ramstad (2007) that the essential to effectively manage talent has been harmonized with talent metrics.

Zorlu (2009) and Frederick (2014) also have highlighted that the importance of talent management and the benefits of talent management which are talent management assist the organisation getting the right talent in the right job, retaining the top talents, understand their employees better as well as gaining competitive advantages compare to those organisation that do not maintain talent management practice.

2.5.2.1 Understanding employees better

An effective talent management system or practice able to helps the organisation to understand their employees better. Besides that, management able to understand employee skills, knowledge and experience through talent management and place them on the right jobs to maximize their talent for high performance (Zorlu, 2009). Moreover, management is easier to determine what to motivate their employee to enhance their engagement by understanding their development needs, abilities, career aspirations and weaknesses (Frederick, 2014).

Furthermore, organisation also needs to look into the employees' compensation and benefits to reward and retain top talent such as guaranteed base salary, performance bonuses, health and retirement benefits (Abiodun, 2011). Pass researcher Belcher (1978) states that most of the employees willing to continue the relationship they have with employer if variables of compensation and benefits is being priorities by the organisation (Abiodun, 2011).

Lastly, the organisation's ability to support employees' work-life balance, it will definitely an important value that is assessment by the employees as this have significant impact on how individuals assess their career results (Abiodun, 2011).

2.5.2.2 Getting the right person in the right job

Organisations are able to identify their human resource talents capability with talent management as well as identified the talents lacking within the organisation. Organisations will try to get the right talents and skills through recruitment and selection by understand what talents or skills are obtainable and those that are needed but not existing in the organisational (Zorlu, 2009).

Frederick (2014) also agree that when these new talent deployed and positioned in the organisation with the right jobs will increase their productivity and efficiency as well as increase their job satisfaction when there is a better arrangement between employee interests and the job profile.

2.5.2.3 Retaining top talents

According to Frederick (2014), organisation can effectively plan their retention strategies with talent management practice through better recruitment standard and talent selection, provide and enhance training and development as well as having an effective compensation system.

Retaining top talents in the organisation is considered very crucial in securing a competitive market stance for the organisations. Organisations who fail to do so are at the verge of losing out to their competitor as well as the market share (Zorlu, 2009). This is due to long-tenured employees will have established close relationships with their colleagues and customers, if they are leaving the company, it will have impact on the organisation morale (Meyer, 2005) and issue with regard to the interactions between employees and customers (Olckers, 2015). Organisations also have to deal with the risk that new hired employees will not fit the organisation culture or perform as expected (Meyer, 2005). Hence, retaining top talents can have constructive result on good customers' relations and ultimately enhance organisation profitability (Meyer, 2005).

2.5.2.4 Competitive advantage

Zorlu (2009) clarify that employees are an organisation's most valuable asset which organisation musts effectively manage them. The effectively talent management will help the organisation to create competitive advantages through engaging the employees in the organisation. Mackay (2007) state that if the employee leave the organisation and join their competitor, it drive a clear message that there are something more attracting about their competitor. Hence, organisation needs to look into this issue seriously.

The talent management strategy will focus on five primary areas which are attracting new talent, selecting suitable talent, engaging, developing and retaining the current talent employees will drive the organisation to gain the competitive advantages (Lockwood, 2006).

2.5.3 Staff Talent Management in term of Talent Retention

Retention is classify as a concept which is complex and difficult to define as to an overall theory of cognition and the mind mooted by psychological views with the concepts of employees' engagement, motivation, identification and commitment (Collings & Mellahi, 2009; Larsen, 2012). Retention is also a deliberate progress by an organisation to generate an environment which able to inspire employees to stay in the organisation for the maximum period or engages employees for long term. While talent employee retention is describe as the organisation's ability to retain those employees that they want to keep longer than their competitor (Wanjiru, 2007).

Nowadays, many organisations facing issue in retaining productivity talent employees. Seeing that employees are consider the most valuable asset to the organisation as the sustained achievement of any organisation is reliant on the employees' commitment and contribution (Baum & Kokkronikal, 2005), this is also due to when talent employee leaving the organisation, they will often bring with them their expertise and valuable knowledge gained through experience (Olckers, 2015). Hence, talent retention is critical to the persistent success of any organisation and they are trying their best to avoid losing any of their key performers.

When organisation is going concern with the employee retention, it is essential for the organisation to considerate the factors that constrain the loyalty and commitment among employees to manage the turnover risk ahead (Royal, 2011). An organisation's talent retention strategies also need to include the information or reasons why people leave the organisation.

The main business objective of an employer is their effort in employees' retention such as ensuring potential workers to stay to meet business output or demand (Walker, 2001). To have engaged and committed employees, an organisation must have leadership and equal opportunity and direct magnetic force or influence of managers (Tanton, 2007). In other words, talent employee retention is referring to

the capability of an organisation to develop and retain its talent employees (Kibui, 2015).

Furthermore, talent retention is considered a major component of talent management which incorporated with talent management activities to ensure that the organisation are able to attract, retain, motivate, develop and retain talented people it needs currently and future (Kibui, 2015). Staff talent retention management is a development that places an emphasis on the beliefs of talent's commitment and loyalty (Abiodun, 2011). Talent turnover can be minimized if this strategy is able to effectively manage in the workplace (Abiodun, 2011).

Moreover, most of the research shows that the relationship between organisational culture, employees engagement, employees career development, psychological ownership and staff's talent management will have some influences in the organisation talent retention (Frederick, 2014; Kibui et al., 2014; Mayhew et al., 2007; Olckers & Du Plessis, 2012; Phillips & Connell, 2003; Jon L. Pierce et al., 1991; Stans, 2012; Tharp, 2013; Villiers, 2006).

2.5.4 How Talent Management Managing Retention

According to Tanton (2007), talent management provides personal and career development opportunities for employees to fully utilize their talents. Excellent career opportunities are one of the important factors that influence a talent employee's decision to leave or to stay. Frank, Finnegan, & Taylor (2004) also highlighted that leadership training, employees' engagement training, will make a difference in employees' retention.

Talent management is an overwhelming Human Resource Management practice that seeks to distinguish employee talents, develop them and to build the talent capacity as long as competition in business operations and industry is concerned (Frederick, 2014). Talent management also recognizes that different individuals have various but kind contributions which achieve success for an organisation (Forman, 2005).

Talent management play an important role in identify the correct retention strategies in order for the organisation's employees perceive to be efficient such as practices in the area of reward and compensation to increase the employee engagement. In addition, supervisors' support, career development, organisational culture and working environment which also help to develop talent retention (J. P. Meyer & Allen, 1991; Snell & Dean Jr, 1992; Solomon, 1992).

Talent Management also ensures that organisations can successfully develop and retain essential talent by understands their employee well. The lack of the opportunities in internal development and promoting contributes to attrition as well, but organisation can fight for it by providing a clear configuration for talent development in order to retain their talent (Evans et al., 2002).

Besides that, talent management also provides training to the managers in term of talent retention and engagement as it has direct impact on the talent retention and Human Resource professional always argue that "people don't leave companies, they quit bosses" (Evans et al., 2002), this show that the quality relationship between the management and the employees are very important and line manager are responsible to giving recognition, providing feedback, coaching, offering growth opportunities to their talent employees (Evans et al., 2002).

Moreover, when the employees are allowed to take psychological ownership with the jobs that they do in the organisation; they will understand what their role is within the organisation. They will and strive for excellence in that role and are concern about the future and the success of their organisation (Tammy, 2002).

Lastly, organisation should also enrol in talent management practice such as having a strong reward and recognition culture, offered training and education support for the talent, increase the compensation system and enable employees to have a work life balance to discourage resignation as well as increase their engagement towards the organisation (Evans et al., 2002).

2.6 Conceptual Framework

In this study, the independent variables were Talent management strategy and practice which include employee engagement, career development, psychological ownership and organisational culture. This research wish to understand how these independent variables influenced on employee retention which was the dependent variable.

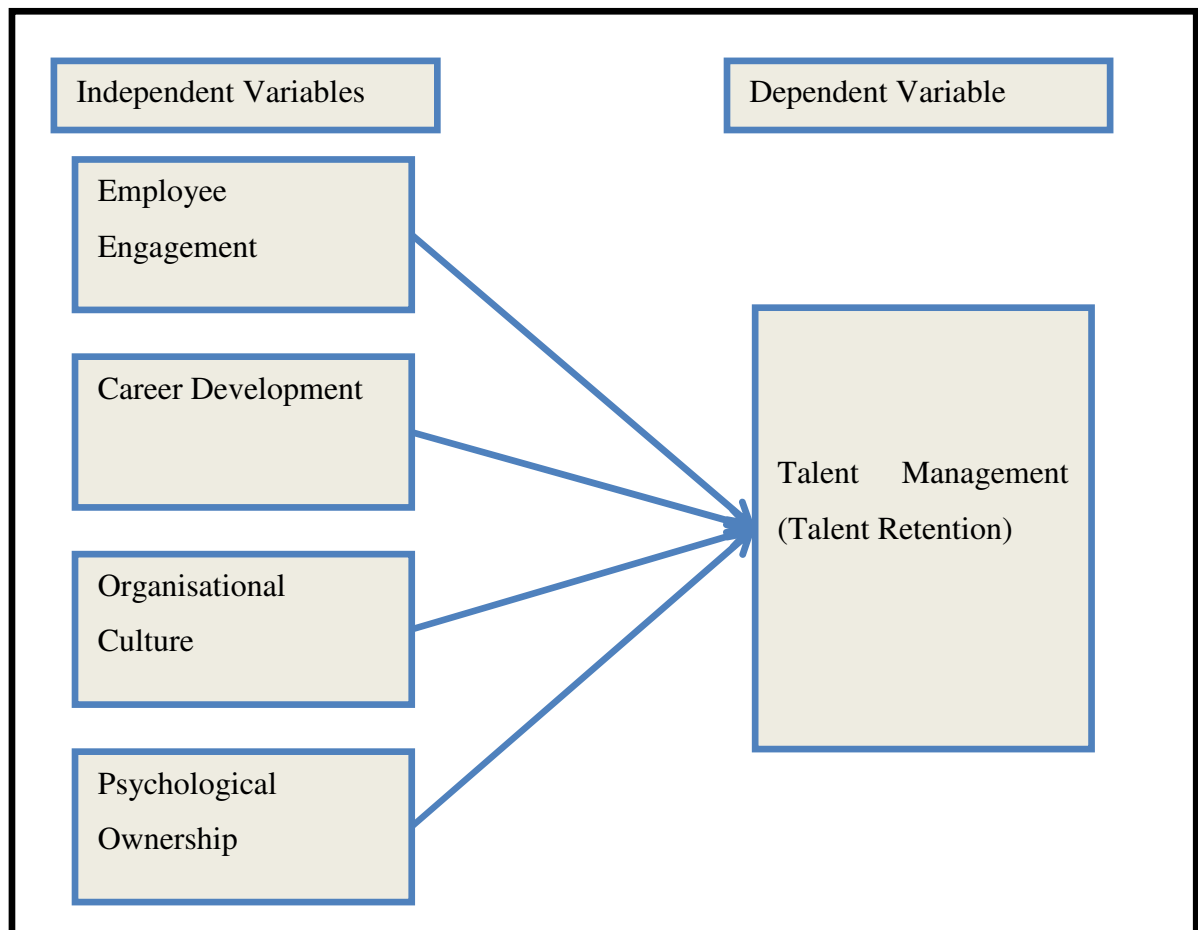


Figure 1: Proposed Conceptual Framework

2.7 Research Hypotheses

Based on the research, researcher is able to identify the following hypotheses:

H1₀: There is no significant relationship between Employee Engagement and staff's talent management in term of talent retention in an organisation.

H1₁: There is significant relationship between Employee Engagement and staff's talent management in term of talent retention in an organisation

H2₀: There is no significant relationship between Organisational Culture and staff's talent management in term of talent retention in an organisation.

H2₁: There is significant relationship between Organisational Culture and staff's talent management in term of talent retention in an organisation.

H3₀: There is no significant relationship between Career Development and staff's talent management in term of talent retention in an organisation.

H3₁: There is significant relationship between Career Development and staff's talent management in term of talent retention in an organisation.

H4₀: There is no significant relationship between Psychological Ownership and staff's talent management in term of talent retention in an organisation.

H4₁: There is significant relationship between Psychological Ownership and staff's talent management in term of talent retention in an organisation.

CHAPTER 3

METHODOLOGY

This chapter is going to discuss the research design, methodology used, sample and procedure in the study as well as data collection procedure and technique used for this study in order to evaluate the relationship between organisational culture, employees' engagement, employees' career development, and psychological ownership with staff's talent management in term of talent retention.

3.1 Research Design

A research design is an approach for gathering data about the information desired as well as the preparation to obtain the answers for the research questions. In this study, researcher wishes to find out whether the relationship between organisational culture, employees' engagement, employees career development, and psychological ownership with staff's talent management in term of talent retention. Hence, descriptive survey design was adopted since it helps to identified, described and understand the characteristics of a group of people in a given situation for further research (Mokwaro & Abok, 2014).

Descriptive survey design facilitates the researcher to organize and summarize data in a more effective way by reducing data to an understandable form and provides tools for describing compilations of statistical observations. The survey was centred on Star Cruises Administrative Services Sdn Bhd. Staff's talent management was measured using parameters of the relationship between organisational culture, employees' engagement, employees career development, and psychological ownership.

According to Patel & Davidson (2003), quantitative research is define as a research method that involve measurement of data collection and statistical processing, while for qualitative research method is focusing on the qualitative interviews and interpretation as well as the verbal analysis of findings. Qualitative data analysis will be focus more on thematic analysis and relied on basic premises of content (Boyatzis, 1998; Weber, 1985). In this research, the most suitable quantitative research approach is using survey method to select participants for our study (Oladapo, 2014) as questionnaires can be used to measure characteristics, awareness, attitudes, and behaviour.

According to Bryman & Bell (2003), quantitative research has some advantages compare to qualitative research in term of administration, time and cost, no interviewer variability, absence of interviewer effect or convenience for respondents. In fact, quantitative research was cheaper compared with qualitative research. However, quantitative research also has disadvantages which are ignores a very important human element such as respondent's emotions, behaviour, and feelings.

Besides that, it is also very important to aware the disadvantages of self-administered questionnaires which include difficulties of communication errors and non-response bias (Mitchell & Jolley, 2001). Problem of non-response will lower down the return rate of questionnaire and error communication might lead to misunderstood questions are answered incorrectly or omitted. However, this can be overcome as long as respondents has a contact email address for queries and researcher can follow up with respondents via email on questions that were omitted or answered incorrectly before data processing. This will indirectly increase the validity of the data collected (Mitchell & Jolley, 2001).

In this study, a self-completion closed-end type questionnaire was developed based on review and analysis of literature available in journal publication databases and distributed to the employees of the organisation via email for the sample and collected different opinions and ideas from the employees towards the relationship between organisational culture, employees engagement, employees

career development, and psychological ownership and how it play a role in retaining talented employees in an organisation.

This questionnaire used with focus on the interpretation of the data. Researcher has chosen quantitative research method in this study mainly due to time and cost saving as well as aims to find out what the existing situation in the organisation is. The other reason is to ask the employees of Star Cruise the same questions to gather their personal view and opinion, hence, personal interviews is not suitable (Lindholm, 2013).

3.2 Sampling Design

3.2.1 Target Population

This study is focusing on talent management with organisational culture, employees' engagement, employees' career development, and psychological ownership play a role in retaining talented employees in an organisation. The target population is to identify those elements that which the findings of the research intended to generalize. Hence, the target population of this study consists of staff and management of Star Cruises Administrative Services Sdn Bhd as well as those crews that work on the cruise. This study was relied on the primary sources of data required from respondents through filling of questionnaires.

3.2.2 Sample Size

Sampling framework is which a sample has been drawn to represent the actual set of units (Mugenda & Mugenda, 2008). Researchers normally will make use of sampling method to save time and resources as it is often too expensive and unrealistic to study an entire population. Burger & Silima (2006) mentioned that the most significant reason for sampling is feasibility. The sample size of around 100-150 of the whole employees of Star Cruises Administrative Services Sdn Bhd

was chosen for this study from the organisation in view of the objectives as well as limitations of this research.

3.2.3 Sampling Technique

According to Hair, Black, Babin, and Anderson (2009), there are two sampling method in gathering sample which are probability sampling and non-probability sampling. In this study, non-probability sampling method will be used in the study to analyse the information's as non-probability sampling is well-defined as a sampling technique that not all element of the target population has a chance of being selected.

Convenient sampling that under non-probability sampling is used in this research which refers to the way of sample selection which gives each respondent through internet based survey and it will be send through email to the employee of the organisation. The email could be disseminated to any employees in the organisation at the convenient. The selection of the respondent is not restricted to a particular age or gender group.

3.3 Data Collection Procedures

Data has been collected from both primary and secondary sources. The primary data was collected from Star Cruise employees in different departments including the officer, executive and manager through the questionnaire.

While for secondary sources of data was collected from published reference materials such as various books, magazines, online journal, and general website. The entire online sources of data collection are preferred accordingly to analysis from various references and their reliability check (Kaur, 2013). In addition, some of specimens of organisation and company website are also referred in this study.

Data collected through questionnaire was subjected to critical analysis and assessments to enable the researcher come out with findings. Quantitative tool such as Statistical Package for Social Scientist (SPSS) will be used to critically analyse the data collected.

3.4 Data Collection Method

The researcher using a quantitative research approach by a self-administered questionnaires electronically via email to the sample population of employees at the company and ten calendar days was given to the respondent for completed the questionnaires and returned it back to the researcher. The online questionnaires survey was estimated to take twenty minutes in duration to complete. Everyone will be answering the same set of question and all the survey responses were treating it as completely anonymous for individuals even though some demographic information being asked at the beginning of the questionnaire.

Quantitative research methods are measure on the variables that was governed by structured questionnaire and characterized it by the gathering all the information which can easily be analysed numerically, the results of which are in general obtainable using statistics, graphs and tables. Besides that, quantitative research methods have the benefit of able to distribute the questionnaire online to a huge number of people at a very low cost and collect it back in short period of time.

Moreover, respondent were allow to replying the answer by email and confidentiality was guaranteed in all requests and individual personal information were not requested when answering the questionnaire. Furthermore, the results of quantitative analysis which can be analysed numerically can confirm or refute the hypotheses researcher pre-determines. However, a careful questionnaire design is essential and the questionnaire need to be appropriate, address specific objective and clearly explained to respondent of the data, if not, quantitative data collected will be meaningless and too difficult to measure.

Lastly, a self-administered questionnaires provides a standard format that could be recorded and analyse. Quantitative researchers can assigns numbers to observations and use statistical correlations to explain how variables interact with each other, data is produced by measuring and counting objects (Brynard & Hanekom, 1997).

3.5 Research Instrument

This study utilize self-examine closed-end type questionnaire as the instrument to collect data to analysis on the correlation between organisational culture, employees' engagement, employees career development, and psychological ownership with staff's talent management in term of talent retention. The utilization of questionnaires enables researcher to collect huge set of data with the same set of questionnaire from the sample provides uniformity and standardization in the data gathering process (Kumar, 2013).

A closed-ended questionnaire was prepared with two major components; namely Demographic Information and closed-end questionnaire on talent management practices such as organisational culture, employees' engagement, employees' career development, and the psychological ownership on talent retention. The questionnaire has been accurately organized in order to cover all the detailed information required for the study (Kaur, 2013).

Demographic Information was used to analysis the data from different demographic background while the questionnaire in part two was to gather the responded data with regards to staff's talent management and retention as well as determine the approach and perception of the sample population to different aspects using a Likert scale (Tanton, 2007). This study is attempting to capture the responses from numerous demographic groups of Star Cruise's employees.

Besides that, the questionnaire was designed from the ideas of other researchers (Cook, 2008; Elegbe, 2010; Kibui, 2015; Kumar, 2013; Miner, n.d.; Olckers & Du

Plessis, 2012; Rutledge, 2005; Tiwari & Shrivastava, 2013; Vizzuso, 2015; Wanjiru, 2007; Wolf, 2012).

3.5.1 Questionnaire design

The questionnaire design was divided into three sections (referring to Appendix A) which are section A consists of demographic information, Section B regarding the general attitude towards the organisation and Section C with the sub-sections that related to the staff's talent management including organisational culture, employees engagement, employees career development, and the psychological ownership. Researcher will take into consideration on the length of time the employee had worked in the organisation and their intention to stay with the organisation.

3.5.2 Defining the questions

The design of the questionnaire was decided based on the literature review and consideration of secondary data in order to ensure the reliability and validity of the content (Kumar, 2013; Olckers & Du Plessis, 2012; Tiwari & Shrivastava, 2013; Vizzuso, 2015; Wanjiru, 2007). Most of the question were adapted and modified from previous research and have been tested by the author in previous study; hence it can be seen as valid questions in this study (Lindholm, 2013; Wolf, 2012).

The questionnaire was divided into three sections with containing 49 questions which used as the measuring instrument. The components of the questions were as follows: demographic information (6 questions), talent management in term of employees attitude toward the organisation (3 questions), organisational culture (10 questions), employees engagement (10 questions), employees career development (10 questions), and psychological ownership (10 questions).

Section A: Demographic Information

This section of questions contained six extensive categories in which respondents were requested to answer, namely; gender, age, department, designation job level, educational level and number of years employed in Star Cruise. The major rationale behind asking respondents to indicate their demographic information was to enlarge an understanding of the target population (Abiodun, 2011).

| Demographic Question | Explanations |
|--|--|
| Gender (Abiodun, 2011) | The research respondents were requested to select their gender |
| Age (Abiodun, 2011) | The second demographic category that respondents were requested to state was their age. Five age categories were provided for them to choose from |
| Department | Nine department categories were provided for respondents to choose including Finance, Human Resource, Marketing, Marine Operation, Purchasing, Crew Operation, Tax, Information Technology and others. |
| Designation Job Level | Three designation job level categories were provided for respondents to choose which are between the range of officer, executive and manager |
| Education Level (Abiodun, 2011) | The fifth demographic category which respondents were requested to state was their highest level of education. Five options were provided in which participants had to select their highest educational level. |
| Years of Services in the company (Abiodun, 2011) | Research participants were asked to indicate the number of years that they have been employed in the Star Cruise. Participants were provided with seven options. |

Table 1: Demographic Information questions

Section B: General attitude towards the Organisation

This section required respondents to answer questions regarding their general attitude towards the organisation and understand the current situation of the organisation staff talent management in term of talent retention.

| Questions | Explanations |
|---|--|
| What are the characteristics you desire most in a job? | This question is to understand what characteristic can retain a talented employee. The questionnaire was adopted and modified from a study done by Wanjiru (2007) and Grubb (2006). |
| Which one of the following categories best describes your current situation? | This question is to understand whether the employee has the intention to leave the organisation. The respondents were provided with three random options and require choosing the one most appropriately described the way that they felt towards their working situation (Abiodun, 2011). |
| What are the characteristics that most often effect your decision to leave a job? | This question is to understand what characteristic will influence employee to leave their current employer. Whether it is related to staff's talent management. The questionnaire was adopted and modified from a study done by Wanjiru (2007) and Grubb (2006). |

Table 2: Question regarding employees' general attitude towards the organisation

Section C: Five-point Likert-Scale Questionnaire

This section required respondents to answer questions regarding the relationship of organisational culture, employees engagement, employees career development, and psychological ownership with staff's talent management in term of talent retention and rate the level either or not agree follow the Five-point Likert-Scale to which the following statements from organisational culture, employees engagement, employees career development, and psychological ownership would influence respondents (employees of Star Cruise) decision whether to stay or leave the organisation.

A: Employee's Engagement

Total 10 questions to look into different part of employee engagement to further evaluate the staff's talent management in Star Cruise in order to determining the level of employee engagement and better manage employee's expectations and make the talent management strategies to be more effective. Cook (2008) has divides employee engagement into four categories which are cognitive, emotional, physical, and advocacy. While Rutledge (2005) has been emphasize on employee commitment and their attraction to work.

The questions below were adapted and modified from previous research and cover most of the categories mention by previous researcher (Armstrong, 2006, 2014; Cook, 2008; Elegbe, 2010; Lindholm, 2013; Rutledge, 2005; Wolf, 2012) Below, the questions are introduced based on the each theme or categories that define the question.

| Questions | Explanations |
|---|--|
| I feel committed to this company | Commitment (Cook, 2008; Rutledge, 2005) |
| When I am at work, I enjoy working intensively | Attraction to work (Rutledge, 2005; Wolf, 2012) |
| It is important to me personally to see this company succeed | Care about the future of the company (Cook, 2008) |
| At work, I usually feel full of energy | Cognitive: referring the degree to which employee focus on work, high energy (Cook, 2008; Wolf, 2012) |
| I honestly think this is a good company to work for | How positively one perceives the company (Cook, 2008) |
| I am proud of the work I do. | Advocacy: do employee willing to recommend the company and show pride to others (Cook, 2008). |
| I would recommend the company to potential new employees | |
| I am ok with doing some extra work to get the project done in time and well | Physical: is referring whether the employee willing to go extra mile, taking more responsibility of their own learning and finding new ways of doing things (Cook, 2008) |
| Salary and benefits are the most | Competitive total rewards (Armstrong, 2006; |

| | |
|--|---|
| important reason I am working here | Cook, 2008; Elegbe, 2010) |
| This company inspires me to give my best job performance | Enabling social work environment (Elegbe, 2010; Wolf, 2012) |

Table 3: Employee’s engagement questions

B: Career Development

One of the key drivers of talent retention internationally is opportunity for career advancement, the capability of an employee to aspire and grow within the organisation. In addition, the relationship between a supervisor and the employee also important in term of remain the talented staff (Abiodun, 2011; Kibui, 2015).

Research respondent are require to choose each of these statements carefully and select how strong they agree or disagree with the statement that they believe it applies to their career planning in the organisation.

| Questions | Source from |
|---|----------------------------|
| The organisation always plans on employee career growth | (Kibui, 2015) |
| Supervisor frequently mentor staff to grow professionally | (Kibui, 2015) |
| Employee career development benefits are in place in this organisation | (Kibui, 2015) |
| Employee career development programs offered are linked to each employee’s career needs | (Kibui, 2015) |
| Organisation has in-house development programs to develop its employees | (Kibui, 2015) |
| Rarely get opportunities to share information and new ideas | (Kibui, 2015) |
| I feel I have a possibility for a career development in this company | (Kibui, 2015) |
| The organisation has an employee development strategy which is clearly understood by all the employees | (Kibui, 2015) |
| Staffs in this organisation are given the opportunity to handle tasks and responsibilities that are outside their domain. | (Kibui, 2015) |
| I feel that I have a possibility to achieve things in this company | (Cook, 2008; Elegbe, 2010) |

Table 4: Career Development questions

C: Organisational Culture

Organisational culture has strong inspirations on employee commitment which leads to organisational performance (Kumar, 2013) Research respondent are require to choose how the below statement best describe their current organisation.

| Questions | Categories |
|--|----------------------------------|
| My organisation has cultural diversity and empathy (Manning, 2010) | Organisational Culture |
| My organisation has an inspiring mission (Manning, 2010) | |
| The working environment is open and trustworthy (Gurunathan and Vijayalakshmi, 2012) | |
| Morale in the company is high (Gurunathan and Vijayalakshmi, 2012) | Working Environment |
| Safe working environment is provided (Gurunathan and Vijayalakshmi, 2012) | |
| Communication is effective at all levels (Gurunathan and Vijayalakshmi, 2012) | Communication |
| Rewarded for performance | Performance management |
| Management provides freedom to plan and schedule work | Leadership and leadership skills |
| Bosses encourage team work | |
| Supervisors do spend good deal of time in listening to employees' ideas (Gurunathan and Vijayalakshmi, 2012) | |

Table 5: Organisational Culture questions

D: Psychological Ownership

Andrisani (1977) state that a high level of perceived control is relates positively to personal confidence, innate ability, and initiative. Hence employees need a well-defined goal and will be motivated to engage more in order to achieve these goals (Edwards, 2005). Research respondent are require to choose each of these statements either agree or disagree to understand their feeling of ownership towards the organisation.

| Questions | Explanations |
|---|---|
| I would be happy if my organisation could give me a chance to prove to them that I can do it. | Self-Efficacy : refers to employees judgment about their capability to perform tasks (Avey, Avolio, Crossley, and Luthans, 2009; Olckers, 2015) |
| I am confident I can make a positive difference in this organisation. | |
| I feel being a member in this organisation helps define who I am. | Self-identity : refers to employees need a well-defined goals and understand what exactly organisation expected them (Avey, Avolio, Crossley, and Luthans, 2009; Olckers, 2015) |
| Knowing my clear roles and responsibilities. | |
| My work relationships are supportive, transparent and professional. | Belongingness: a feeling and sense of belongingness that an employee have toward the organisation from common goals shared. (Avey et al., 2009) |
| I am totally comfortable being in this organisation. | |
| There is respect amongst people in an organisation. | Values: Personal values such as trust, respect, working ethics and loyalty will enhance employees' feelings of ownership (Olckers, 2015). |
| I feel respected by my line manager and fellow colleagues. | |
| Management is committed to engagement | Goals: Employees' feelings of ownership will be improved if they notice and understanding that management will listen and attending to their needs (Olckers, 2015) |
| I have responsibility to take ownership of my roles within an organisation | Actions: referring to employees' opportunity to raise their thoughts and being involved in decision-making (Olckers, 2015). |

Table 6: Psychological Ownership questions

3.5.3 Measures Scales

There are four types of measurement scales which are ordinal scale, nominal scale, ratio scale and interval scale. In this study, ordinal scale, nominal scale and ratio scale has been used to measure the questionnaires.

3.5.3.1 Ordinal Scale

Ordinal scales enable us to rank, rated, or order the items we measure in terms of which has more and which has less of the quality represented by the variable (Hair et al., 2009). Ordinal scales are usually measures of non-numeric concepts like satisfaction, happiness, or level of agreement.

Ordinal scales also rank-order observations where numbers are used to place objects in order. In this research project, demographic information such as age group is measured by ordinal scale.

Besides that, Likert scale also considers type of ordinal scales. Brace (2008) has introduced the 5 point Likert scale as a technique that provides the respondents an order of attitude measurements. Hence, 5 point Likert scale is widely used in quantitative research in term of questionnaire.

Respondents are asked to choose how strong they agree or disagree with the statement in the questionnaire by choosing a number given on a 5 point scale. The scores then can be summarized and generate results.

The scales were used to evaluate questions are 5 point Likert scales with the following options:

| | |
|-----------------------------------|---|
| Strongly Agree | 1 |
| Agree | 2 |
| Neither agree nor disagree | 3 |
| Disagree | 4 |
| Strongly disagree | 5 |

1 represent that the respondent strongly agree with the statement and 5 represent that the respondent completely do not agree with the statement and 3 for not agreeing nor disagreeing to the statement.

3.5.3.2 Nominal Scale

Nominal scales are used most often for labelling variables, without any quantitative value to categories or classify data (Hair et al., 2009). Categorical data are measured on nominal scales which purely assign labels to differentiate groupings. Typical examples of nominal variables are gender, race, religion, highest education level and job designation level.

Besides that, it is very clear that the numbers associated with the options above have no numerical significance, hence, comparison between values variable is impossible. Descriptive statistics like the mean and standard deviation would make no sense if calculated.

3.6 Pilot Test

Pilot test is to assist researcher to find out whether the survey, guidance or observation form can work in the “real world” with the intention to ensure everyone in the sample understand the questions in the same way as the researcher.

Researcher also can realise how long it takes to complete the questionnaire in real time by trying it out first on few people. It is appropriate to have a pilot test to check on the reliability of the questionnaire.

Conferring to Sekaran (2003), a pilot test is essential for analysis the validity and reliability of the data gathering tools. Joppe (2000) also clarifies the reliability of data is important in determining whether the study accurately measures what was planned to measure (Kibui, 2015). This process help the researcher create the questionnaire in a simpler way in terms of easy understanding and preference language using.

In this study, pilot test was consists of ten part time master students of Universiti Tunku Abdul Rahman who are working adults that can represent researcher intended sample. Feedback and recommendation from the pilot test will be enhancing the reliability of the questionnaire as well as be used to modify and improve the quality of the questionnaire. This will also reduce the possible participant mistake to this research. The final version questionnaire will be shown in the Appendix.

3.7 Data Processing and Analysis Technique

Before copied the data into Statistical Package for Social Scientist (SPSS) for processing, researcher need to compiled, classified, sorted, edited and entered all the data into an excel file and validate the data. Researcher also needs to follow up with respondents via email on questions that were omitted or answered incorrectly before data processing.

Data collected for this study was analysed using Statistical Package for Social Sciences (SPSS) in performing descriptive statistics analysis and various statistical techniques such as independent variables and dependent variable factor analysis, item analysis, correlations, validity and reliability analysis, multiple

regressions and Structural Equation Modelling (SEM) were being performed to analyse the questionnaire data.

3.7.1 Descriptive Analysis

Summary descriptive statistics were extracted from data collected from the responses to the first 6 questions to determine demographics of the respondents (Tanton, 2007). Mugenda and Mugenda (2008) describe descriptive analyses research as a process of gathering data in order to answer research questions or test hypothesis pertaining to the current status of the issues in the study.

Descriptive analyses also provide the foundation upon which correlation and experimental studies materialize (Mugenda & Mugenda, 2008). The results of descriptive analysis can be expressed using template in the form of table, column, bar chart, pie chart, line chart and other for analysis. In this research, the descriptive analysis is used to analyse the respondents' demographic information.

3.7.2 Validity and Reliability analysis

Data validity and reliability plays a significant function towards simplification of the gathered data to reflect the accurate characteristics of the study issue. According to Robson (2002), there are three major threats to reliability of data collection which are subject or participant error, bias and observer error. Hence, the validity of the questionnaires concept was determined with construct validity method.

Researchers would test the reliability and validity of the data during pilot test in order to ensure valid and significant data can be collected. The results from pilot test could help researchers in improved the questionnaire development and planning the conduct of research.

Besides that, researchers would review information in prior records, reports, and summaries to improve on the data collection methods. In addition, researchers would improve the questions in the questionnaire to be free of bias, such as eliminated prejudiced opinion or judgment.

3.7.2.1 Cronbach's Coefficient Alpha test

SPSS also will provide a measurement of reliability of the test items called Cronbach's Coefficient alpha. Cronbach's Coefficient Alpha test is the most commonly used method to measure internal consistency (McCrae, Kurtz, Yamagata, and Terracciano, 2011). The higher the correlation among the test items, the better the Cronbach's alpha (Anastasi & Urbina, 1997). Nunnally and Kotsch (1983) states that Cronbach's alpha score of 0.7 is considered good and acceptable reliability coefficient (Imna & Hassan, 2015; Ziauddin, Siddiqui, & Beebi, 1993).

In addition, construct validity is to measure the issue with the questionnaires. A coefficient from Statistical Package for Social Sciences (SPSS) results of above 0.5 indicates that the data collection tools are valid.

3.7.2.2 Item Analysis

Item analysis was conducted on the items of the talent retention scale, organisational culture scale, employees' engagement scale, employees' career development scale, and psychological ownership scale by means of the SPSS Reliability Procedure. This was done to facilitate, identify and reduce items that do not contribute to an internally reliable description of the concealed variables measured by these scales (Anastasi & Urbina, 1997).

3.7.3 Multiple Regression Analysis

Regression analysis is a statistical instrument that used to define the predictability (contribution) of the independent variable to the dependent variables (Wambugu, 2014). It used to analyse the association concerning a single dependent variable with multiple independent variables.

Multiple linear regression model was fitted to the data in order to examine the effect of the independent variables on the dependent variable (Kibui, 2015). It is also an extension of simple linear regression where more than one independent variables, X, are used to predict a single dependent variable, Y (Stockburger, 2001).

There are four independent variables in this study thus the multiple regression models will be as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

β_0 = Constant, $\beta_1, \beta_2, \beta_3, \beta_4$ = coefficient of predictors

Y = represents the dependent variable (staff's talent management)

X = the independent variable used to predict Y

X_1 = represents employee engagement

X_2 = represents career Development

X_3 = represents organisational culture

X_4 = represents psychological Ownership

ε = error term

If the hypothesis $H_0: \beta_1 = 0$ is rejected then X_1 will be taken to have significant influence on Y .

The t-test and f-test at 0.05 level of significant are used to determine if the overall regression model is statistically significant (Kibui, 2015).

3.7.4 Pearson's Bivariate Correlation Analysis

Pearson's correlation is a statistical measure that was used to determine the extent of relationships between the variables. The correlation coefficient is a measure of linear relationship and hence a value of $r = 0$ does not indicate there is no relationship concerning the variables (Evans, 1996). The significant or strength of the relationship can be determined by looking at the (*) or (**) sign that represent there is significant relationship or very significant relationship between the variables.

CHAPTER 4

RESEARCH RESULTS AND FINDING

In this Chapter, researcher will interpret and presenting the analysis and results of 104 respondents that gathered from Star Cruise for this research project by using Statistical Package for Social Scientist (SPSS). It includes descriptive analysis, regression analysis, and assessment of hypotheses.

4.1 Response Rate

Data was collected across departments of Star Cruise's employees. A total 151 questionnaires were issued to the employee of Star Cruise through email and 104 were able to complete the questionnaire and returned that represents a response rate of 68.87%. This was based on respondents' availability and willingness to respond to the questionnaire.

According to Mugenda and Mugenda (2008), a response rate of 50% is sufficient for analysis, hence, the response rate for this research was considered acceptable as it is above 50%. Baxter and Babbie (2004) also emphasized that the return of response rates of 50% are adequate to analyse and publish, if it is above 60% is even better and above 70% is consider very good.

Besides that, (Nyanjom, 2013) has published out a research on employee retention in state corporations in Kenya and got a response rate of 75.9% which she also considered it as excellent and can representative of the population. Hence, the gathered success rate of 68.87% in this study which intimate that the response rate was good to represent the population of Star Cruise employee.

In addition, the achievement response rate was also accredited to the self-examine closed-end type questionnaires applied by the researcher from which the intentional respondents were pre-notified preceding to the date of data collection. Furthermore, follow-up calls with the respondent also enhancing the high response rate.

4.2 Descriptive Analysis

The personal and contextual characteristics collected through this research project included gender, age, department, designation job level, educational level and years worked in the current company. In order to interpret the data, Statistical Package for Social Scientist (SPSS) was used.

4.2.1 Gender of Participants

| | | Gender | | | |
|-------|--------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 39 | 37.5 | 37.5 | 37.5 |
| | Female | 65 | 62.5 | 62.5 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 7: Gender of participants

The research project engaged 104 employees from Star Cruise organisations in Malaysia. Majority of the respondents were female which consist of 62.5% from the study and male 37.5 %. The detailed table 7 has illustrated the gender information about respondents.

4.2.2 Age of Participants

| | | Age | | | |
|-------|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 21 - 30 years old | 56 | 53.8 | 53.8 | 53.8 |
| | 31- 40 years old | 41 | 39.4 | 39.4 | 93.3 |
| | 41 - 50 years old | 7 | 6.7 | 6.7 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 8: Age of Participants

Based on Table 8, most of the employees in Star Cruise are aged between 21 - 30 years old that constituted of 53.8% followed by the aged group of 31 - 40 years old with 39.4%. Only 6.7% of the sample group are in the aged group of 41- 50 years old.

4.2.3 Participants' Department

| | | Department | | | |
|-------|--------------------|------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Finance | 47 | 45.2 | 45.2 | 45.2 |
| | Human Resource | 9 | 8.7 | 8.7 | 53.8 |
| | Marketing | 4 | 3.8 | 3.8 | 57.7 |
| | Marine Operations | 6 | 5.8 | 5.8 | 63.5 |
| | Purchasing | 16 | 15.4 | 15.4 | 78.8 |
| | Crewing Operations | 9 | 8.7 | 8.7 | 87.5 |
| | Tax | 3 | 2.9 | 2.9 | 90.4 |
| | IT | 7 | 6.7 | 6.7 | 97.1 |
| | Others | 3 | 2.9 | 2.9 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 9: Participants' Department

The results from Table 9 show that most of the participants (45.2%) are from finance department. This is due to Star Cruise finance department are consist of different sub finance department such as central payment team, account receivable team, general ledger team, project team, budget control team, and intercompany reconciliation team.

4.2.2 Participants' Designation Job Level

| Designation Job Level | | | | | |
|-----------------------|--|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Senior Officer / Officer | 21 | 20.2 | 20.2 | 20.2 |
| | Senior Executive / Executive | 57 | 54.8 | 54.8 | 75.0 |
| | Senior Manager / Manager / Ass. Manager | 26 | 25.0 | 25.0 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 10: Participants' Designation Job Level

54.8% of the staff was senior executive and executive level while 20.2% represent the senior office or officer level of staff. Follow by 25% of the participants was the senior manager, manager or assistant manager level which also the middle management and employee in the company. The detailed table 10 has illustrated the participants' designation job level.

4.2.4 Education Level of Participants

| | | Education Level | | | |
|-------|-------------------------|-----------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Below Bachelor's Degree | 8 | 7.7 | 7.7 | 7.7 |
| | Bachelor's Degree | 88 | 84.6 | 84.6 | 92.3 |
| | Master's Degree | 6 | 5.8 | 5.8 | 98.1 |
| | Others | 2 | 1.9 | 1.9 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 11: Education Level of Participants

In terms of participants' education level, Table 11 shows that 84.6% of the staff obtained a Bachelor's degree while 7.7% are below Bachelor's degree of education level. Only 2 people or equivalents of 1.9% of the participant are having professional education level and 5.8% of the participant completed a Master's degree.

4.2.5 Years of Working Experience of Participants

| | | Years of Services in the company | | | |
|-------|-------------------------------|----------------------------------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Less than 1 year | 29 | 27.9 | 27.9 | 27.9 |
| | 1 years - less than 2 years | 44 | 42.3 | 42.3 | 70.2 |
| | 2 years - less than 5 years | 20 | 19.2 | 19.2 | 89.4 |
| | 5 years - less than 10 years | 10 | 9.6 | 9.6 | 99.0 |
| | 10 years - less than 15 years | 1 | 1.0 | 1.0 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 12: Years of Working Experience of Participants

Years of Working Experience with the company shown in Table 12 indicated that a majority of the employees have been employed with the company for less than two years. 27.9% of the participants worked less than 1 year the company and 42.3% of the participants worked around 1 – 2 years with the company.

4.3 Reliability and Validity Analysis

Reliability of the research project questionnaire was calculated according to the Cronbach’s alpha coefficient. Cronbach’s alpha coefficient is generally used to measure reliability of the question used when we have multiple Likert questions in the research survey or questionnaire. Nunnally and Kotsch (1983) states that Cronbach’s alpha score of 0.7 is considered good and acceptable reliability coefficient (Imna & Hassan, 2015; Ziauddin et al., 1993). It also ensures the reliability of the questionnaire.

| Variable | Number of items | Cronbach’s Alpha |
|-------------------------|-----------------|------------------|
| Employee Engagement | 10 | 0.752 |
| Career Development | 10 | 0.786 |
| Organisational Culture | 10 | 0.877 |
| Psychological Ownership | 10 | 0.838 |
| Talent Retention | 12 | 0.797 |

Table 13: Summary of the Cronbach’s alpha value

Based on table 13, the reliability test results indicate that all the independent variable and dependent variable are reliable as the values of Cronbach’s alpha coefficient are above 7.0. According to Nunnally and Kotsch (1983), all the question are deemed to be reliable as Cronbach’s alpha score of 0.7 is considered good.

4.4 Hypotheses Testing

Multiple Linear Regression analyses are conducted to examine the relationship between the four independent variables (organisational culture, employees' engagement, employees' career development, and psychological ownership) and the dependent variable, staff talent management in term of retention.

4.4.1 Multiple Regressions

Table 14: Modal Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .352 ^a | .124 | .088 | 2.52117 | .124 | 3.489 | 4 | 99 | .010 | 1.961 |

a. Predictors: (Constant), Psychological Ownership1, Career Development1, Employee Engagement1, Organisational Culture1

b. Dependent Variable: Characteristics effect decision to leave

Multiple correlation coefficients, R, is the correlation between the observed and predicted values of dependent variable as well as can be considered to be one measure of the quality of the prediction of the dependent variable. From the model summary above, R is 0.352 which indicate low correlation between all four factors.

Besides that, we find that the adjusted R² of our model is 0.088 with the R² = .124. R² is the percentage of inconsistency in the dependent variable (Talent Management) which can be explained by the independent variables (psychological ownership, career development, employee engagement, and organisational culture). It also means that the linear regression explains 12.4% of the variance in the data. In other words, the independent variables (X) can explain 12.4% of the change in dependent variable (Y). The other 87.6% of the total variation in dependent variable remains unexplained.

The Durbin-Watson $d = 1.961$, which is between the two critical values of $1.5 < d < 2.5$ and hence we can assume that there is no first order linear auto-correlation in our multiple linear regression data.

4.4.2 ANOVA

Table 15: ANOVA table

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 88.715 | 4 | 22.179 | 3.489 | .010 ^b |
| | Residual | 629.275 | 99 | 6.356 | | |
| | Total | 717.990 | 103 | | | |

a. Dependent Variable: Characteristics effect decision to leave

b. Predictors: (Constant), Psychological Ownership1, Career Development1, Employee Engagement1, Organisational Culture1

Table 15 is related to the ANOVA, the F-statistic is the Mean Square (Regression) divided by the Mean Square (Residual). The linear regression's F-test has the null hypothesis that there is no linear relationship between the variables which means $R^2 = 0$. In this research, the $R^2 = .124$, F-test is 3.489 and $P < 0.01$. Large value of F-statistic shows that the regression model has more explained variance than error variance (Hair et al., 2009). In addition, P values are used to compare to some alpha level in testing the null hypothesis that all of the model coefficients are 0 and illustrate statistical significance. A normally acceptable P value is $p < 0.05$, which is generally considered statistically significant and provide the basis to reject the null hypothesis (Wambugu, 2014). Since in this case, the Sig. is 0.01 which is less than 0.05, we can reject the null hypothesis of no differences.

4.4.3 Summary of the Variables' Mean and Standard Deviation

| Variable | Mean | Standard Deviation |
|--|--------------|--------------------|
| <u>Employee Engagement</u> | | |
| 1. I feel committed to this company | 2.68 | .741 |
| 2. When I am at work, I enjoy working intensively | 2.64 | .709 |
| 3. It is important to me personally to see this company succeed | 2.64 | .787 |
| 4. At work, I usually feel full of energy | 2.73 | .672 |
| 5. I honestly think this is a good company to work for | 2.94 | .722 |
| 6. I am ok with doing some extra work to get the project done in time and well | 2.18 | .721 |
| 7. I am proud of the work I do | 2.38 | .803 |
| 8. Salary and benefits are the most important reason I am working here | 2.45 | .934 |
| 9. This company inspires me to give my best job performance | 2.86 | .660 |
| 10. I would recommend the company to potential new employees | 2.97 | .782 |
| Overall | 26.48 | 4.210 |
| <u>Career Development</u> | | |
| 1. The organisation always plans on employee career growth | 3.02 | .696 |
| 2. Supervisor frequently mentor staff to grow professionally | 2.86 | .793 |
| 3. Employee career development benefits are in place in this organisation | 2.97 | .689 |
| 4. Employee career development programs offered are linked to each employee's career needs | 2.88 | .673 |
| 5. Organisation has in-house development programmes to develop its employees | 2.89 | .667 |
| 6. Rarely get opportunities to share information and new ideas | 2.91 | .802 |
| 7. I feel I have a possibility for a career development in this company | 2.76 | .717 |
| 8. The organisation has an employee development strategy which is clearly understood by all the employees. | 3.08 | .692 |
| 9. Staffs in this organisation are given the opportunity to handle tasks and responsibilities that are outside their domain. | 2.89 | .787 |
| 10. I feel that I have a possibility to achieve things in this company | 2.73 | .686 |
| Overall | 29.00 | 4.220 |

| | | |
|--|--------------|--------------|
| <u>Organisational Culture</u> | | |
| 1. Morale in the company is high | 2.81 | .609 |
| 2. Communication is effective at all levels | 3.01 | .794 |
| 3. Rewarded for performance | 2.99 | .806 |
| 4. My organisation has cultural diversity and empathy | 2.84 | .670 |
| 5. Management provides freedom to plan and schedule work | 2.78 | .750 |
| 6. Safe working environment is provided | 2.17 | .743 |
| 7. Supervisors do spend good deal of time in listening to employees' ideas | 2.79 | .844 |
| 8. Bosses encourage team work | 2.50 | .788 |
| 9. The working environment is open and trustworthy | 2.74 | .824 |
| 10. My organisation has an inspiring mission | 2.79 | .586 |
| Overall | 27.41 | 5.148 |
| | | |
| <u>Psychological Ownership</u> | | |
| 1. I am confident I can make a positive difference in this organisation | 2.86 | .716 |
| 2. I feel being a member in this organisation helps define who I am | 2.78 | .723 |
| 3. I am totally comfortable being in this organisation | 2.70 | .835 |
| 4. There is respect amongst people in an organisation | 2.56 | .798 |
| 5. Management is committed to engagement | 2.84 | .640 |
| 6. I have responsibility to take ownership of my roles within an organisation | 2.38 | .658 |
| 7. My work relationships are supportive, transparent and professional | 2.45 | .652 |
| 8. I feel respected by my line manager and fellow colleagues | 2.31 | .848 |
| 9. Knowing my clear roles and responsibilities | 2.38 | .715 |
| 10. I would be happy of my organisation could give me a chance to prove to them that I can do it | 2.18 | .707 |
| Overall | 25.44 | 4.678 |

Table 16: Mean and standard deviation of variables

The descriptive data including means and standard deviation of the variables in this research study are shown in Table 16.

4.4.4 Pearson Correlation Coefficient

| Correlations | | | | | | |
|--------------------------------------|---------------------|-------------------------|----------------------|---------------------|--------------------------|--------------------------------------|
| | | Organizational Culture1 | Employee Engagement1 | Career Development1 | Psychological Ownership1 | Characteristics for Talent Retention |
| Organizational Culture1 | Pearson Correlation | 1 | .566** | .658** | .638** | .035 |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .721 |
| | N | 104 | 104 | 104 | 104 | 104 |
| Employee Engagement1 | Pearson Correlation | .566** | 1 | .419** | .625** | .088 |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .377 |
| | N | 104 | 104 | 104 | 104 | 104 |
| Career Development1 | Pearson Correlation | .658** | .419** | 1 | .518** | .094 |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .342 |
| | N | 104 | 104 | 104 | 104 | 104 |
| Psychological Ownership1 | Pearson Correlation | .638** | .625** | .518** | 1 | .045 |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .650 |
| | N | 104 | 104 | 104 | 104 | 104 |
| Characteristics for Talent Retention | Pearson Correlation | .035 | .088 | .094 | .045 | 1 |
| | Sig. (2-tailed) | .721 | .377 | .342 | .650 | |
| | N | 104 | 104 | 104 | 104 | 104 |

** . Correlation is significant at the 0.01 level (2-tailed).

Table 17: Pearson Correlation Coefficient

The first row gives the correlation relationships between the variables. The following row provides the implication of the correlation coefficients. The last row contributes the number of clarifications for each of the variables, and the number of clarifications that have values for all the independent and dependent variables.

An all or none judgment of whether or not the variables are significantly related is one of the ways to understand the significant of relationship. The null hypothesis (Ho) is that $r = 0.0$, which mean that the variables are unrelated. Hence, the degree of relationship is zero. In addition, if the Sig. value listed for a correlation is 0.05 or less, we can assume that the correlation is not the result of chance or random sampling error. That is also the reasons why we would reject Ho and conclude that the correlation is a real one.

In this research project, the correlations between the independent variables are very strong, however, it is not significant when compare with the dependent variable. Hence, at significance level of 0.05, we accept null hypothesis and determine that there is no significant linear relationship between the independent variable and dependent variable.

4.4.5 Coefficients

Table 18: Coefficients table

| Coefficients ^a | | | | | | | | | | | | | |
|---------------------------|--------------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|--------------|---------|--------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Correlations | | | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part | Tolerance | VIF |
| | | 1 | (Constant) | -1.286 | | | 1.970 | | -.653 | .516 | -5.195 | 2.624 | |
| | Organizational Culture1 | -.253 | .744 | -.049 | -.340 | .735 | -1.730 | 1.224 | .157 | -.034 | -.032 | .420 | 2.379 |
| | Employee Engagement1 | 2.533 | .787 | .404 | 3.221 | .002 | .973 | 4.094 | .337 | .308 | .303 | .563 | 1.777 |
| | Career Development1 | .490 | .793 | .078 | .618 | .538 | -1.084 | 2.064 | .155 | .062 | .058 | .551 | 1.815 |
| | Psychological Ownership1 | -.653 | .767 | -.116 | -.851 | .397 | -2.175 | .869 | .146 | -.085 | -.080 | .479 | 2.086 |

a. Dependent Variable: Characteristics effect decision to leave

The coefficients table above demonstrates how well each of the variables contributes to the equation. Y is the dependent variable (staff talent management in term of retention) and X is the independent variables (organisational culture [OC], employees' engagement [EE], employees' career development [CD], and psychological ownership [PO]).

The equation for the regression line is shown as follows:

$$Y = -1.286 - 0.253 OC + 2.533 EE + 0.490 CD - 0.653 PO$$

The Significant (sig.) value of respectively independent variable describes whether the variable is substantial to the prediction of dependent variable. Based on Table 17 above, independent variables that have significant values of less than 0.05 is employee engagement. This indicates that this independent variable is significant and has relationship with dependent variable in this research project. In contrast, organisational culture, employees' career development and psychological ownership do not have relationship with the dependent variable. Hence, H1₀ rejected which H2₀, H3₀ and H4₀ are accepted in this research project.

4.5 Assessment of Hypotheses

H1₀: There is no significant relationship between Employee Engagement and staff's talent management in term of talent retention in an organisation.

H1₁: There is significant relationship between Employee Engagement and staff's talent management in term of talent retention in an organisation

The SPSS output indicates a significant relationship between employee engagement and staff's talent management in term of talent retention with a t-value of 3.221. The significance value is 0.002 and coefficient of 2.533 which indicating a positive relationship. Therefore, H1₀ is rejected and we may concluded that there is significant relationship between employee engagement and staff's talent management in term of talent retention in an organisation

H2₀: There is no significant relationship between Organisational Culture and staff's talent management in term of talent retention in an organisation.

H2₁: There is significant relationship between Organisational Culture and staff's talent management in term of talent retention in an organisation.

The SPSS output indicates a relationship between organisational culture and staff's talent management in term of talent retention with a t-value of negative 0.340. The significance value is 0.735 and coefficient of negative 0.253 which indicating a negative relationship. Therefore, H2₀ is accepted and we may concluded that there is no significant relationship between organisational culture and staff's talent management in term of talent retention in an organisation

H3₀: There is no significant relationship between Career Development and staff's talent management in term of talent retention in an organisation.

H3₁: There is significant relationship between Career Development and staff's talent management in term of talent retention in an organisation.

The SPSS output indicates a relationship between career development and staff's talent management in term of talent retention with a t-value of 0.490. The significance value is 0.538 and coefficient of 0.618 which indicating not significant relationship. Therefore, H3₀ is accepted and we may concluded that there is no significant relationship between career development and staff's talent management in term of talent retention in an organisation

H4₀: There is no significant relationship between Psychological Ownership and staff's talent management in term of talent retention in an organisation.

H4₁: There is significant relationship between Psychological Ownership and staff's talent management in term of talent retention in an organisation.

The SPSS output indicates a relationship between psychological ownership and staff's talent management in term of talent retention with a t-value of negative 0.653. The significance value is 0.397 and coefficient of negative 0.851 which indicating a negative relationship. Therefore, H4₀ is accepted and we may concluded that there is no significant relationship between psychological ownership and staff's talent management in term of talent retention in an organisation

CHAPTER 5

DISCUSSION AND CONCLUSION

In this chapter, researchers will present the conclusion on the overall research findings and the implications of the findings. Researchers will also discuss on the limitations of the study as well as the recommendation for future studies.

5.1 Discussion

This research project focused on employees of Star Cruises Administrative Services Sdn Bhd as the population and sample. Descriptive statistics were used to analyse the collected data through SPSS. Meanwhile, correlations analysis and multiple regressions analysis were performed in order to analyse the relationships between the independent variables and dependent variable.

Overall, the results obtained were favourable. All had a mean score of around 3 and below which means majority of respondents select either “uncertain”, “agreed” or “strongly agreed” with the questions.

However, there are few exceptional questions which most of the respondents disagree. Below are the questions:

1. The organisation always plans on employee career growth (Mean = 3.02)
2. The organisation has an employee development strategy which is clearly understood by all the employees (Mean = 3.08)
3. Communication is effective at all levels (Mean = 3.01)

1. The organisation always plans on employee career growth

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 1 | 1.0 | 1.0 | 1.0 |
| Agree | 19 | 18.3 | 18.3 | 19.2 |
| Neither agree nor disagree | 63 | 60.6 | 60.6 | 79.8 |
| Disagree | 19 | 18.3 | 18.3 | 98.1 |
| Strongly Disagree | 2 | 1.9 | 1.9 | 100.0 |
| Total | 104 | 100.0 | 100.0 | |

Table 19: Questions 1 for Career Development

The question or statement of the organisation always plans on employee career growth resulted in an average mean of 3.02. Around 20.1% respondent feel that the organisation did not plans on employee career growth that attributed to the fact that it is a negative statement.

8. The organisation has an employee development strategy which is clearly understood by all the employees.

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------|-----------|---------|---------------|--------------------|
| Valid Agree | 19 | 18.3 | 18.3 | 18.3 |
| Neither agree nor disagree | 60 | 57.7 | 57.7 | 76.0 |
| Disagree | 23 | 22.1 | 22.1 | 98.1 |
| Strongly Disagree | 2 | 1.9 | 1.9 | 100.0 |
| Total | 104 | 100.0 | 100.0 | |

Table 20: Questions 8 for Career Development

The question or statement of the organisation has an employee development strategy which is clearly understood by all the employees resulted in an average mean of 3.08. Around 24% respondents do not understand the employee development strategy that implement by the organisation.

2. Communication is effective at all levels

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree | 4 | 3.8 | 3.8 | 3.8 |
| | Agree | 17 | 16.3 | 16.3 | 20.2 |
| | Neither agree nor disagree | 60 | 57.7 | 57.7 | 77.9 |
| | Disagree | 20 | 19.2 | 19.2 | 97.1 |
| | Strongly Disagree | 3 | 2.9 | 2.9 | 100.0 |
| | Total | 104 | 100.0 | 100.0 | |

Table 21: Questions 2 for Organisational Culture

The question or statement of Communication is effective at all levels resulted in an average mean of 3.01. Around 22.1% respondents do not feel that the communication is effective at all levels. Top management of Star Cruise should reveal on their current ways of communicating approach to improve effective communications across all levels of the organisation

On the other hand, the top three statements or question that majority of respondents agree are as per below:

1. I am ok with doing some extra work to get the project done in time and well (Mean = 2.18)
2. I would be happy of my organisation could give me a chance to prove to them that I can do it (Mean = 2.18)
3. Safe working environment is provided (Mean = 2.17)

6. I am ok with doing some extra work to get the project done in time and well

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 14 | 13.5 | 13.5 | 13.5 |
| Agree | 61 | 58.7 | 58.7 | 72.1 |
| Neither agree nor disagree | 26 | 25.0 | 25.0 | 97.1 |
| Disagree | 2 | 1.9 | 1.9 | 99.0 |
| Strongly Disagree | 1 | 1.0 | 1.0 | 100.0 |
| Total | 104 | 100.0 | 100.0 | |

Table 22: Questions 6 for Employee Engagement

There is large percentage (72.2%) of the respondents willing to do some extra work to get the project done in time and well. This could be valuable information for the organisation management to uses it for talent retention as the employees is willing to commit to the organisation.

10. I would be happy of my organisation could give me a chance to prove to them that I can do it

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 17 | 16.3 | 16.3 | 16.3 |
| Agree | 52 | 50.0 | 50.0 | 66.3 |
| Neither agree nor disagree | 34 | 32.7 | 32.7 | 99.0 |
| Disagree | 1 | 1.0 | 1.0 | 100.0 |
| Total | 104 | 100.0 | 100.0 | |

Table 23: Questions 10 for Psychological Ownership

Besides that, an average mean of 2.18 or around 66.3% of the respondents will be very happy if the organisation could give them a chance to prove to management that they can do it. Organisation should recognize and be proud of the fact that their employees are excited to work hard to prove that they are capable.

6. Safe working environment is provided

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------------|-----------|---------|---------------|--------------------|
| Valid Strongly Agree | 15 | 14.4 | 14.4 | 14.4 |
| Agree | 62 | 59.6 | 59.6 | 74.0 |
| Neither agree nor disagree | 21 | 20.2 | 20.2 | 94.2 |
| Disagree | 6 | 5.8 | 5.8 | 100.0 |
| Total | 104 | 100.0 | 100.0 | |

Table 24: Questions 6 for Organisational Culture

The most agreeable statement by the respondents is safe working environment is provided by the organisation. Around 74% respondents agree with this statement and the organisation should continue to ensure the safety of working environment for the employee. Furthermore, top management should create enabling environment for the employees to carry out their duties everyday and increase their sense of belonging as well as their performance.

5.2 Implication of studies

This research project demonstrates how organisations can retain their talent staff through talent management practice by looking into their organisational culture, current employees’ engagement, employees’ career development, and psychological ownership.

This research project is very essential to the organisation to plan for their strategies of talent retention and minimizing turnover issues. Organisation need to create a culture of engagement as in today competitive world, talent are shifting their loyalty to people such as capable leader, team member or project they are handling. If the organisation can create the culture of engagement that allow them to engage with each other, they are more likely will stay with the organisation.

Besides that, organisation also needs to develop attractive employee value proposition which is perceived valuable to the employee. Good pay, benefit and career advancement were the most desire characteristic by the employees toward the organisation. Top management can look into this to attract potential talent employees to stay longer with the organisation.

Furthermore, the results in this research project also show that employee engagement is a significant aspect to the success of talent retention. This is because who are engage with the organisation are more likely willing to do some extra work to get the project done in time and contributing to its success which continuous lead to the customer satisfaction and enhance company performance.

The important on talent career development also has been explored throughout this research whereby employees wish to know the career development strategy that going to implement by the organisation as well as they need to clearly understand the plan. People might want something different from money such as organisation recognition and reward package for their hard work.

Besides that, organisation needs to build strong communications in order to retain talent. If there is any miscommunication, it will affect the relationship between the talent and the top management which may cause conflict as well. Leaders might also need to give feedback to their employee on a regular basic to enhance their performance as well as guide them throughout their career enhancement.

In addition, psychological ownership initiates with self actualization and the aspiration of an individual to psychologically connect with an organisation. Top management need to take initiative to improve their sense of belonging by engage them to people or work as well as fit them into the organisation culture.

5.3 Limitation

This survey was collected from employees of Star Cruises and hence this study finding might only be limited in understanding the staff's talent management in terms of talent retention in this particular organisation. This research project does not compare results with other organisations as well as similar industries.

Furthermore, employees of Star Cruises assist to fill up the questionnaire during their busy schedule and it is difficult to monitor the honesty of the respondent in answering the questionnaire. The only way to convince them are the data of this survey is completely anonymous and confidential.

Besides that, the period available for data collection and continued study is another limitation for this research. The participation of Star Cruise employee was randomly selected based on their voluntary to answer the self-administered questionnaire. Hence, only 104 completed survey questionnaires have been collected to perform analysis.

5.4 Areas for Further Research

This research project focused on 4 talent management practices such as organisational culture, employees' engagement, employees' career development, and psychological ownership as per discussed above, further research may focus only on one and further develop how they are going to influence on talent retention.

Furthermore, future researches may look into the impact of other variables such as reward and recognition to retain the talent staff. Future researches may also consider moderating effect of other personal characteristics to the research.

5.5 Conclusion

The objective of this research project is to examine whether employee engagement, career development, organisation culture and psychological ownership influenced staff's talent management in term of employee retention.

From the literature reviewed, there are some concern of there is a shortage of the talent in current market which will affect the organisational performance. As a results, organisation look into talent management practice with the desire to retain the high talent staff in the organisation.

We can conclude that employee engagement will have more significant influenced on staff's talent management in term of employee retention compare to other independent variable. Besides that, lack or career development and growth in the organisation will be one of the variables that affect talent retention. It is better that organisation have their in house talent management program to develop, growth and retain their talent employees.

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APPENDICES

Appendix A Evaluation Questionnaire for Participants

Dear respondent,

My name is Yap Ying Ying (Student ID: 14UKM01256), a MBA student of Universiti Tunku Abdul Rahman (UTAR). For my final thesis, I am conducting a research project on the Relationship between Employee Engagement, Career Development, Organisational Culture, Psychological Ownership and Staff's Talent Management in Service Industry.

Purpose of This Questionnaire

The purpose of this questionnaire is to help provide details regarding Relationship between Employee Engagement, Career Development, Organisational Culture and Psychological Ownership on talent management in service industry and to use these for developmental purposes. In addition, results from these questionnaires will be used for a research study on talent management in term of talent retention.

This research study has involves the development of the relationship between Employee Engagement, Career Development, Organisational Culture and Psychological Ownership in the Service industry. The result will be used for academic purposes.

What Is Talent Management

In order to gain a competitive advantage in the business market, organisations need to ensure that they have engaged with highly talented employees, this is driven by means of Talent Management strategies which focus on the relationship between Employee Engagement, Career Development, Organisational Culture and Psychological Ownership in developing and retaining talented employee. This questionnaire will help to rate Talent Management competencies of Cruise Industry Company in Kuala Lumpur for developmental purpose.

INSTRUCTIONS

Your response to this questionnaire will be handled with confidentiality and do not indicate your name. Please answer the following questions as diligently as possible and answer all the questions. Every response is truly important.

The link to this questionnaire can be found from this link: [*Questionnaire*](#).

This survey contains only three sections, which should take no more than 20 minutes to complete.

Part A - Demographic Information. Please indicate your response to each question by selecting one of the alternatives provided.

Part B - General attitude towards the organisation. Please select as many answers as you feel apply to the question being asked.

Part C - Five-point Likert-Scale Questionnaire. Kindly select ONE answer and rate the below given statement in the appropriate box.

Thank you for your precious time and participation in this survey.

Best regards,

Yap Ying Ying

Evaluation Questionnaire for Participants

Section A : Demographic Information

Please check the response to each statement that best describe your situation

| | | | |
|---|----------------------------------|---|--|
| 1 | Gender | Male | |
| | | Female | |
| 2 | Age | Below 21 years old | |
| | | 21 - 30 years old | |
| | | 31- 40 years old | |
| | | 41 - 50 years old | |
| | | Above 50 years old | |
| | | | |
| 3 | Department | Finance | |
| | | Human Resource | |
| | | Marketing | |
| | | Marine Operations | |
| | | Purchasing | |
| | | Crewing Operations | |
| | | Tax | |
| | | IT | |
| | | Others: | |
| | | | |
| 4 | Designation Job Level | Senior Officer / Officer | |
| | | Senior Executive / Executive | |
| | | Senior Manager / Manager / Ass. Manager | |
| 5 | Education Level | Below Bachelor's Degree | |
| | | Bachelor's Degree | |
| | | Master's Degree | |
| | | Doctoral's Degree | |
| | | Others: | |
| 6 | Years of Services in the company | Less than 1 year | |
| | | 1 years - less than 2 years | |
| | | 2 years - less than 5 years | |
| | | 5 years - less than 10 years | |
| | | 10 years - less than 15 years | |
| | | 15 years - less than 20 years | |
| | | 20 years or more than 20 years | |

Section B : General attitude towards the organisation

Please select as many answers as you feel apply to the question being asked.
Please place a check mark by all that apply for each question.

- 1 What are the characteristics you desire most in a job?
- | | | | |
|-------------------------|--------------------------|------------------------------------|--------------------------|
| - Good pay | <input type="checkbox"/> | - Experience & development | <input type="checkbox"/> |
| - Good leadership skill | <input type="checkbox"/> | - Career advancement opportunities | <input type="checkbox"/> |
| - Interesting work | <input type="checkbox"/> | - Good company morale | <input type="checkbox"/> |
| - Benefits | <input type="checkbox"/> | - Good internal communication | <input type="checkbox"/> |
| - Challenging work | <input type="checkbox"/> | - Enjoying my job | <input type="checkbox"/> |
| - Work is appreciated | <input type="checkbox"/> | - Like working with colleagues | <input type="checkbox"/> |
- 2 Which one of the following categories best describes your current situation?
- | | |
|--|--------------------------|
| - I am not looking for another Job | <input type="checkbox"/> |
| - I am occasionally looking into other opportunities | <input type="checkbox"/> |
| - I am continually seeking other opportunities | <input type="checkbox"/> |
- 3 What are the characteristics that most often effect your decision to leave a job?
- | | | | |
|---------------------|--------------------------|-----------------------------------|--------------------------|
| - Poor pay | <input type="checkbox"/> | - Career advancement | <input type="checkbox"/> |
| - Routine work | <input type="checkbox"/> | - More challenging work | <input type="checkbox"/> |
| - Poor supervisor | <input type="checkbox"/> | - Better career opportunity | <input type="checkbox"/> |
| - Better Benefits | <input type="checkbox"/> | - Unfair work/life balance | <input type="checkbox"/> |
| - Unfair treatment | <input type="checkbox"/> | - Poor internal communication | <input type="checkbox"/> |
| - Better management | <input type="checkbox"/> | - More employee events/incentives | <input type="checkbox"/> |
| - Being overloaded | <input type="checkbox"/> | - Low company morale | <input type="checkbox"/> |

Section C : Five-point Likert-Scale Questionnaire

Kindly select ONE answer and rate the below given statement in the appropriate box.

| No | Items | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|----|---|----------------|-------|----------------------------|----------|-------------------|
| | <u>Employee Engagement</u> | | | | | |
| 1 | I feel committed to this company | | | | | |
| 2 | When I am at work, I enjoy working intensively | | | | | |
| 3 | It is important to me personally to see this company succeed | | | | | |
| 4 | At work, I usually feel full of energy | | | | | |
| 5 | I honestly think this is a good company to work for | | | | | |
| 6 | I am proud of the work I do | | | | | |
| 7 | I am ok with doing some extra work to get the project done in time and well | | | | | |
| 8 | Salary and benefits are the most important reason I am working here | | | | | |
| 9 | This company inspires me to give my best job performance | | | | | |
| 10 | I would recommend the company to potential new employees | | | | | |
| | | | | | | |
| | <u>Career Development</u> | | | | | |
| 1 | The organisation always plans on employee career growth | | | | | |
| 2 | Supervisor frequently mentor staff to grow professionally | | | | | |
| 3 | Employee career development benefits are in place in this organisation | | | | | |
| 4 | Employee career development programs offered are linked to each employee's career needs | | | | | |
| 5 | organisation has in-house development programmes to develop it's employees | | | | | |
| 6 | Rarely get opportunities to share information and new ideas | | | | | |
| 7 | I feel I have a possibility for a career development in this company | | | | | |
| 8 | The organisation has an employee development strategy which is clearly understood by all the employees | | | | | |
| 9 | Staffs in this organisation are given the opportunity to handle tasks and responsibilities that are outside their domain. | | | | | |
| 10 | I feel that I have a possibility to achieve things in this company | | | | | |

| No | Items | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |
|----|--|----------------|-------|----------------------------|----------|-------------------|
| | Organisational Culture | | | | | |
| 1 | Morale in the company is high | | | | | |
| 2 | Communication is effective at all levels | | | | | |
| 3 | Rewarded for performance | | | | | |
| 4 | My organisation has cultural diversity and empathy | | | | | |
| 5 | Management provides freedom to plan and schedule work | | | | | |
| 6 | Safe working environment is provided | | | | | |
| 7 | Supervisors do spend good deal of time in listening to employees' ideas | | | | | |
| 8 | Bosses encourage team work | | | | | |
| 9 | The working environment is open and trustworthy | | | | | |
| 10 | My organisation has an inspiring mission | | | | | |
| | | | | | | |
| | Psychological Ownership | | | | | |
| 1 | I am confident I can make a positive difference in this organisation | | | | | |
| 2 | I feel being a member in this organisation helps define who I am | | | | | |
| 3 | I am totally comfortable being in this organisation | | | | | |
| 4 | There is respect amongst people in an organisation | | | | | |
| 5 | Management is committed to engagement | | | | | |
| 6 | I have responsibility to take ownership of my roles within an organisation | | | | | |
| 7 | My work relationships are supportive, transparent and professional | | | | | |
| 8 | I feel respected by my line manager and fellow colleagues | | | | | |
| 9 | Knowing my clear roles and responsibilities | | | | | |
| 10 | I would be happy if my organisation could give me a chance to prove to them that I can do it | | | | | |