THE IMPACT OF TALENT ATTRACTION, TALENT
DEVELOPMENT AND TALENT RETENTION ON JOB
SATISFACTION IN HOSPITALITY INDUSTRY

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A final year project submitted in partial fulfillment of the
requirement for the degree of

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE
DEPARTMENT OF BUSINESS

APRIL 2020

DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our 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.

(3) Equal contribution has been made by each group member in completing the research project.

(4) The word count of this research report is 13787.

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ACKNOWLEDGEMENT

This research was carried out successfully by the support and assistance of various parties. We own a big flavor to those who provided their expertise and lending a helping hand that greatly assisted us during the completion of our final year project. We would like to thank UTAR from the deep of our heart as we could not finish this research without the provision of facilities such as library and computer lab that are essential to complete our research study.

We thank our supervisor, Mr. Kuek Thiam Yong for his dedication and guidance. Not only that, he always checks our work thoroughly to make sure we do not make any mistakes. Moreover, we would like to appreciate his assistance with his wisdom comments and advices that greatly improved our research.

Subsequently, we would like to show our deepest gratitude to our parents who giving their loves and blessing unlimitedly for us as a motivation to complete this research project. Besides, we would like to take this opportunity to thank our friends and the respondents that involved in this research by spending their valuable time to help us to fill out our questionnaire. Without them, we could not complete our research on time.

Last but not least, we would like to credit and sincerely recognize the worth of every group member in putting all their efforts, cooperation and patience in completing this research project. Thank you.

DEDICATION

This research is dedicated to all the specious individuals who help and assist us in the path to our success of the completion of this study. During the research, we have spent most of the time, energy, effort and knowledge in order to complete this study. Therefore, we would like to take this chance to express our sincere and upmost gratitude and appreciation to our supervisor, Mr. Kuek Thiam Yong, upon his valuable advice, guidance and assistance to enhance, solve and prevent the problems that we faced in the progress to completion of this study.

Moreover, the completion of this study is dedicated to those friends and group mates who help and assists us to send the questionnaires to the targeted respondents through email. We also appreciate their time and encouragement in our research.

Last but not least, this completion of study is dedicated to all of the members involving in this study as well. In these 7 months, all of us had spent most of the time, energy, efforts and knowledge to complete this study.

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PREFACE

Each student of Bachelor of Business Administration (Hons) is compulsory to conduct the research study. The research study is named the title as "The Impact of Talent Attraction, Talent Development and Talent Retention on Job Satisfaction in Hospitality Industry". This research will be conducted is because the employees are dissatisfied in their jobs so that many employees are planning to resign. Therefore, the employee turnover rate higher and turn into turnover crisis.

The hospitality industry is handling with services that related with customer satisfaction and leisure. This industry may be a well means to provide services to tourists. It can also consist of people who are not tourists. Besides, hospitality industry involves lodging accommodation, food and beverage, entertainment as well as travel and tourism.

The researchers will identify the factors that impact employees' job satisfaction in the study. There have three significant variables that have positive influence job satisfaction among employees in Malaysia hospitality industry. The independent variables that selected are Talent Attraction, Talent Development, and Talent Retention. These three independent variables will show what are the possible elements that could relate to job satisfaction among employees in Malaysia hospitality industry. This study is to help the hospitality industry to better understanding how talent attraction, talent development and talent retention have satisfying the employees' needs and wants.

ABSTRACT

This primary objective of this research is to study the impact of talent management on job satisfaction in hospitality industry in Malaysia. The study has been conducted is to identify the independent variables which talent attraction, talent development, and talent retention will impact the dependent variable which job satisfaction. The specific objective is to identify whether there is a significant relationship between talent attraction, talent development and talent retention toward the employees' job satisfaction in this research.

The primary data of this research was assembled by a researcher directly from first-hand such as questionnaires. 400 sets of questionnaires were distributed to employees who live in Northern region of Peninsular Malaysia such as Perak, Perlis, Kedah and Penang. After the questionnaires assembled, Cronbach's alpha will be used for testing the data's reliability in the relation between dependent variable and independent variables. Besides, Statistical Package for the Social Sciences (SPSS) software also be used to analyse the data.

Pearson Correlation Coefficient is to test the association between variables. All variables are falling within the 0.70 – 0.89 which mean correlation between independent variables and dependent variable is strong. Furthermore, multiple regression is to evaluate two or more independent variables toward the dependent variable. It shows that there is significant relationship between talent management and job satisfaction.

To sum up, based on the finding, the research indicated that talent management has positive significant relationship with employees' job satisfaction in hospitality industry. This research also will further concern on implications of the study, limitations of the study and recommendations.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The aim of this study is to identify the impact of talent attraction, talent development, talent retention on job satisfaction in hospitality industry. This study will provide further understanding on how talent attraction, talent development and talent retention have significant effect on job satisfaction. Chapter one had summarized the background of research, problem statement, research objectives, research questions, hypotheses of the study, significance of the study, chapter layout and conclusion.

1.1 Research Background

Hospitality industry is a variety of businesses and services associated with customer satisfaction as well as leisure (Revfine Optimising Revenue, 2019). The aspect of this industry is the fact that pay more attention on the ideas of experience, enjoyment, luxury and pleasure, rather than satisfying for essentials as well as necessities (Revfine Optimising Revenue, 2019).

Then, Revfine Optimising Revenue (2019) stated hospitality industry is dealing with services that associated with customer satisfaction and leisure. This industry may be a well means to provide services to tourists. It can also consist of people who are not tourists. For instance, locals enjoy their free time or people getting to an area for reasons other than tourism.

Talent Hive (2019) stated that there are four sectors within the hospitality industry. It includes lodging- accommodation, food and beverage, entertainment as well as travel and tourism. Lodging- accommodation sector is focusing on offering customers temporary place to stay for one or more nights (Novak, 2017). Entertainment sector refers to any activity that bring people

enjoyment and laugh and it depends on customers having disposable revenue (Talent Hive, 2019). Then, food and beverage sector refer to prepare customers snacks, meals and drinks for customers immediate consumption on and off the premises (Novak, 2017). Besides, travel and tourism sector concerned with services that related to moving people from one place to another place.

According to CEIC Malaysia Hotel Guest Statistics (n.d.), it reported that there are 77,275,832 persons in December 2017, increasing from previous number of 72,346,128 persons. By locality, in Kedah, it was also reported increased from the previous number of 2,474,404 persons to 2,591,488 persons in December 2017. In Perak, there is also reported increasing number of guests, which is from 2,325,974 persons to 2,446,507 persons in December 2017.

There is also the same condition for Perlis. The number of hotel guest in Perlis also recorded increased from 170,720 persons to 177,689 persons in December 2017. For Pulau Pinang, the number of hotel guest also reported increased from 3,467,402 persons to 3,470,322 persons in December 2017. It shows that the accommodation sector in North region has become stronger and sustainable to be developed (CEIC, n.d.).

Ong & Lim & Adriana Mohd Rizal & Tan & Goh (2018) defined job satisfaction as pleasantness or unpleasantness of workers when they are performing their tasks in the workplace. In this view, the employers have to put more efforts in order to make the employees satisfied with the work to make them can contribute to an organization. Therefore, employers should motivate their workers to make employees involve more in the organization's activities. When employees are satisfied and valued by the organization, they will be more willing to work for the organization for longer time period. Thus, the implementation of talent management is significant for the growth of hospitality industry by satisfying the employees' needs and wants.

1.2 Problem Statement

Job satisfaction is the merger of negative and positive feelings of the employee against their work (Aziri, 2011). According to Aziri (2011), the employees' desires, wants and working experiences will be fulfilled by the company. Then, employees will decide that whether their expectation towards the job is satisfied by these criteria. In addition, the study of Aziri (2011) also stated that the job performances of employees are tightly connected with the job satisfaction of employees.

There are few issues that usually affect the employees' job satisfaction. For instances, salary, achievement, preferment and so on (Aziri, 2011). The employees' job performance is usually affected by employees' satisfaction. This is because high job satisfaction will raise the ardour and positive feelings of employees. Therefore, the job performance and productivity of employees will be improved (Aziri, 2011).

Next, according to the study of Albattat and Som (2013), job satisfaction will impact the employee turnover rate. Then, the research also stated that job satisfaction will be affected by the work itself. Moreover, the job satisfaction will also affect by the external and internal factors. For example, poor training provided, working environment and situation and hours of working (Albattat & Som, 2013).

However, a famous job searching website in Malaysia which is Jobstreet had carried out a survey that investigate the workers' job satisfaction in Malaysia. Then, the result of survey showed that there are 74 percent respondent are feeling dissatisfied in their job ("Jobstreet: More Malaysians dissatisfied at work: Malay Mail", 2015). Furthermore, the main reason that caused job dissatisfied is the disappointing management and leadership. Besides that, this survey also stated that there are 57 percent respondent is planning to resign within one year and the rest of them will resign in next 3 years. This had caused the employee turnover rate increase and become a turnover crisis. Turnover crisis will affect the productivity and

performance of company because of lacking human resources (Albattat & Som, 2013). Therefore, this had showed that job satisfaction is important to retain employees.

In addition, according to the result of job satisfaction survey that done by the Asia Pacific Employee Pulse (APAC), it shows that there are 45 percent of the employees in Malaysia are looking forward to work. However, New Zealand and Australia is 54 percent and 50 percent. This had showed that employees of Malaysia have a lower job satisfaction compare to other country.

Figure 1.1 How much do APAC's workers enjoy their jobs?
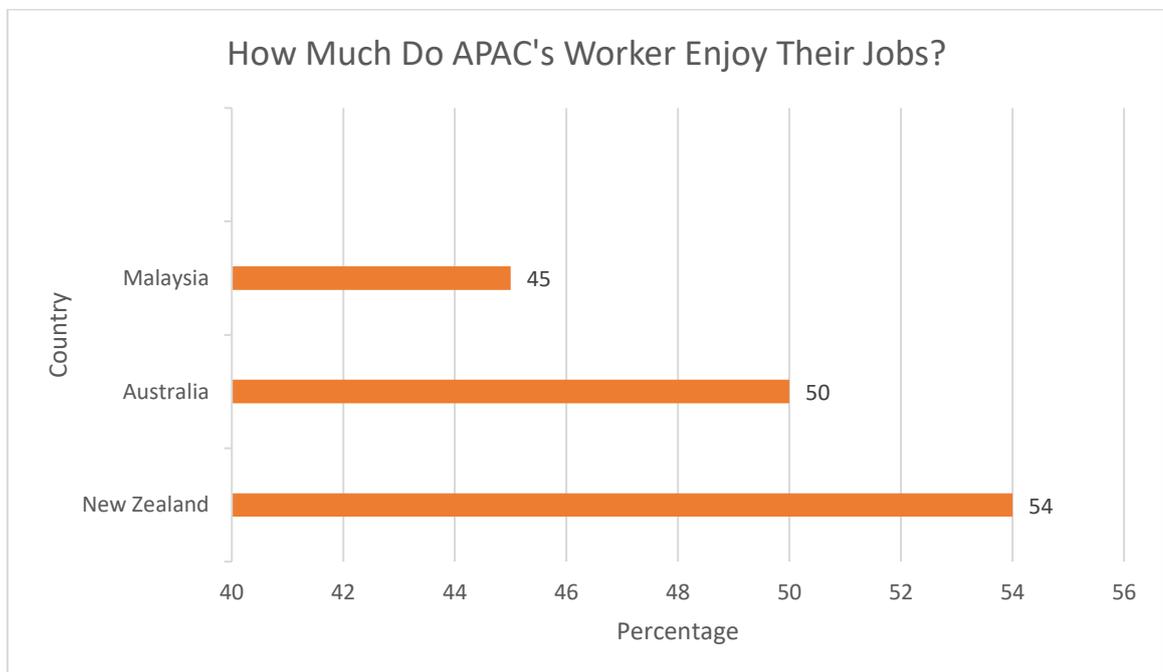
Sources: Employee Pulse Asia Pacific. (2017, November). Retrieved from https://www.qualtrics.com/au/employee-pulse-asia-pacific/#section4

Then, the management of the company should retain their talent by using talent management to ensure employees' satisfaction can be increase. It is because the skills, ability of innovative and quality of the employees will be improved by using the talent management (Langenegger, Mahler, & Staffelbach, 2011). Hence, the employees' job satisfaction will increase too because the employees are able to have opportunities to develop themselves in their career path (Langenegger, Mahler, & Staffelbach, 2011).

1.3 Research Objective

1.3.1 General Objective

The general objective of this research is to study the impact of talent management (talent attraction, talent development, and talent retention) on job satisfaction in hospitality industry.

1.3.2 Specific Objectives

1. To identify whether there is a significant relationship between talent attraction and job satisfaction.
2. To identify whether there is a significant relationship between talent development and job satisfaction.
3. To identify whether there is a significant relationship between talent retention and job satisfaction.

1.4 Research Question

The following are the research questions for this study:

1. Does talent attraction have a significant relationship with job satisfaction in hospitality industry?
2. Does talent development have a significant relationship with job satisfaction in hospitality industry?
3. Does talent retention have a significant relationship with job satisfaction in hospitality industry?

1.5 Hypotheses of the Study

H1: There is a significant relationship between talent attraction and job satisfaction.

H2: There is a significant relationship between talent development and job satisfaction.

H3: There is a significant relationship between talent retention and job satisfaction.

H4: All independent variables (talent attraction, talent development and talent retention) significantly influence the dependent variable (job satisfaction).

1.6 Significance of the study

In theoretical, talent management refer to procedure that optimize the organizations' capabilities by realizing the business results. Talent management includes identifying, hiring, fostering, improving and keeping the talented individuals (Elahinejad & Gholami, 2015). Based on Chase et al. (2008), talent management is a set of integrated activities that including the process of guaranteeing, attracting, keeping and motivating the people that are talented to work continuously in the company in both present and future. Talent management practices could assist an organization in achieving competitive advantages. Besides, the conceptual framework is able to contribute a better insight on the correlationship between talent management practices and job satisfaction.

Elahinejad & Gholami (2015) stated that the main areas of talent management are talent attraction, talent development and talent retention. The organization needs to know what kind of individuals, how to plan to hire the individuals and what are the required talents for organization in order to maximize the value of the organizational capital as the hospitality industry has 60% of engaged workers in travel & leisure sector (Asia Pacific Employee Pulse, 2017). Besides, the organization also needs to well manage the work force of the company to ensure that human resources are utilized. Employees also need to have a clear career pathway. The organization could do more investment by developing more learning and development opportunities for employees to achieve future requirements and expectations (Tajaldin et., 2008). There is in connection with employee satisfaction and employee engagement with

immediate supervisor, skills and capabilities used, power and independence, and it is proved by the Society for Human Resource Management's 2012 Employee Job Satisfaction and Engagement Survey (Sharma, 2017). It is shown that talent management practices could bring success to an organization by increasing the job satisfaction of the employees in an organization.

1.7 Chapter Layout

Chapter 1: Introduction

In this first chapter, the job satisfaction and the talent management will be introduced briefly in the hospitality industry. Research background, the problem statement, specific objectives, research questions, the hypotheses, the significance, chapter layout and conclusion will be discussed in this study.

Chapter 2: Literature Review

In this chapter, it will explain the theories that relate to job satisfaction and talent management by supporting with the journal. This chapter involves the literature review, relevant theoretical models review, proposed a theoretical or conceptual framework and hypotheses development will be studied.

Chapter 3: Research Methodology

This chapter includes research design, data collecting methods, sampling design, research instrument, constructs measurement, data processing and data analysis. These contents are looking into overall of the research methodology and getting the results from the relevant respondents to do a summary.

Chapter 4: Research Results

By collecting the questionnaires from the respondents, the results will indicate that the patterns of the respondents. A lot of analysis will be carried out which descriptive analysis, scale measurement and inferential analysis in order to ensure the validity of the study. Statistical Package for the Social Sciences (SPSS) will be used to process the analytical results.

Chapter 5: Discussion and Conclusion

In this chapter, it will discuss the final discussion and conclusion of the study. The content includes the summary of statistical analyses, discussions of major findings, implications of the study, limitations of the study and recommendations for future research.

1.8 Conclusion

In this chapter, to better understand the relationship between job satisfaction and talent management have reviewed. The problem statement, objectives, hypotheses and significant of the study have been acknowledged. In the end of the results, the readers could know clearly about the study. For the next chapters, a literature review and conceptual framework will be conducted, and it will be disclosure in the following chapters of the study.

CHAPTER 2: REVIEW OF LITERATURE

2.0 Introduction

There will be the detailed discussion for both independent variables and dependent variable. The dependent variable in this study is job satisfaction, while independent variables are talent attraction, talent development and talent retention. In chapter two, it starts with review of literature about job satisfaction and talent management practices. At the end, this chapter will show theoretical frameworks about the impact of talent management practices on job satisfaction in hospitality industry.

2.1 Review of Literature

2.1.1 Job Satisfaction (Dependent Variable)

One of the forms of job satisfaction is the combination of physiological and psychological factors that employees feel towards their job and workplace. It is also a combination of positive approaches, attitudes, and opinions that employees display towards their job at the workplace (Mehrad and Tahriri, 2017). Job satisfaction can be evaluated by the expectation of employees towards his or her job. The employees will be satisfied to their jobs once their needs are fulfilled (Tash, Ali and Ahmadzadeh, 2016). Then, some employees who have low job satisfaction but still stay in their current position is because they do not meet a better job opportunity. They will leave the organization once they found a better job opportunity available.

Employees faced many problems due to the changing era and complex condition in working environment. Hence, the stressed, depressed and unsatisfied employees have lower work quality and productivity (Alkalha, Al-Zu'bi, Al-Dmour, & Alshurideh, 2012; George & Zakkariya, 2015). The company needs to focus on the psychological

and physical aspects of employees that spend longer time at work (Halepota & Shah, 2011). Next, employees with high job satisfaction will be motivated and willing to contribute more efforts towards their jobs. According to Aslan, Shaukat, Ahmed, Shah, & Mahfar, (2014); Kabak, Şen, Goçer, Kuçuksoylemez, & Tuncer (2014), high job satisfaction could help the employees feel more relax and built a sense of belonging to the company.

Job satisfaction can be differentiated into two levels which are high levels and low levels. Wan Ahmad & Abdurahman (2015) said that each level shown out the amounts of employees' feeling towards their job and their reaction at workplace. In other words, the high job satisfaction would encourage high productivity. However, the low job satisfaction would cause turnover and increase employees' absenteeism.

In overall, less concentrated on the satisfaction of employees would result in insufficient organizational behaviour. The company should find ways to satisfy employees to increase the abilities and performance. The company should offer suitable working environments for the employees' growth and development (Mehrad and Tahriri, 2017).

2.1.2 Talent Management (Independent Variable)

Talents managements referred to the process of developing and training the new employees who undergone successful interviewing, hiring and gathering; the process of getting the new hired employees familiar with the organization culture and also the process of strengthening and maintaining the current employees and attracting the new skilled employees (Elahinejad and Gholami, 2015).

Besides, talent management is very important for human resource management because this could help to identify who have the ability to obtain the goal of organisation (Gupta and Aggarwal, 2012). Therefore, talent management strategies are implemented to help employees to put more effort and passion in accomplishing their tasks. It is great when the employees' hearts are concentrated more than their mind in the organizations. It is because the performance of employees will be affected by their emotion. As the employees feel fit in the job, it will improve their job performance (Crowley, 2016).

There are three main streams of research about talent management. First and foremost, talent management is referring to activities which carried out by human resource management. For examples, according to Hilton (2000), Olsen (2000), Byham (2001) Heinen and O'Neil (2004) and Mercer (2005), the process of recruiting the most suitable candidates and provide career development for employees. The human resource department had utilised the outside and online resources to manage the talented employees. The second stream is the issues of having too much talented employees. Then, based on Kesler (2002) and Pascal (2004), talent management is identified as a procedure to place the employees at the suit time and position.

The last stream is to focus talent generically without regard for specific positions. This is shown by placing the high performing individuals on their specific positions no matter the organization's staffing needs. Besides that, according to Michaels, Handfield-Jones and Axelrod (2001), Axelrod, Handfield-Jones and Michaels (2002) and the human resource department should conduct employees' performance appraisal to determine their level of performance. Thus, human resource departments are encouraged to hire the best performers and placing the suitable top performers to the suitable position from the CEO to intern. Therefore, talent management always enables an organization to become successful and to perform better (Low, 2010).

2.1.3 Talent Attraction

Talent management is an effective way to manage the human resource of the company. One of an important management activity is talent attraction (Meyers & Woerkom,

2013). Firstly, in order to attract talented employees, the organization should maintain a good reputation to attract the attention of potential employees (Meyers & Woerkom, 2013). In the study of Shikweni, Schurink and Van Wyk (2019) also mentioned that an organization with a strong brand name are easier to attract the talent. This is because the organization that have a good reputation normally will have a large number of potential applicants to apply for the job (Shikweni, Schurink & Van Wyk, 2019).

Moreover, if the organisation can let their employees to fully use their talents in their job, employees will have more enthusiastic when they are completing their task. (Meyers & Woerkom, 2013). Therefore, the company have to be careful in the selection process in order to make sure that the organization put the right people in the suitable position (Meyers & Woerkom, 2013). Next, in the study of AlBattrikhi (2016) also stated that if there is the right person in the right position, the employee will be more passionate towards its job. Therefore, the employees will not easily leave the organization in order to get a higher pay. It is because the employees can adapt to the culture of the organization (AlBattrikhi, 2016).

Besides, there are three strategies for organization to do talent attraction which are the employer of choice, employer branding and the package of compensation (AlBattrikhi, 2016). Firstly, the employer of choice is the organization provide a working environment and culture that employees will like to work in (AlBattrikhi, 2016). Second, employer branding is the organization can utilize a marketing strategy by creating a good image to attract more talents (AlBattrikhi, 2016). The last talent attraction strategy is the package of compensation which the organization should offer a reasonable salary to their employees in order to attract the talent employees (AlBattrikhi, 2016).

2.1.4 Talent Development

Talent Development is the most vital practices for talent management. This is because it helps an organization to develop or retain the potential of talents easier (Yener, Gurbuz, and Acar, 2017). The main purpose of talent development is to create and preserve skilful and high commitment employees (Armstrong, 2006).

Talent development involves four major areas to process it. The first area is identification to identify who is going to develop. The second area is design which means suitable competencies are created within a period of time and speed. The third area is evaluation refers to what analytical tools should use to measure in effective way. The fourth area is organizational support refers to support which top management can provide to organization (Garavan & Carbery, 2012).

According to Albattrikhi (2016), talent development involves five strategies which orienting and on boarding new employees, mentoring, career management, performance management and coaching. In the orienting and on boarding new employees' strategies, it needs to ensure they are doing the right things as well as knowing well the orientation and training's goal. In the mentoring strategy, HR department needs to select a mentor who has the experience, trustworthy and skilful advisor to guide and motivate the employees.

Career management consists of three elements to design the employees' careers. First, learning and development policies to give the chance for the employees to increase their skills and competencies and develop the qualities such as employee success profiles would be taken in the role profiles (Albattrikhi, 2016). Second, career planning involves define employee's progression in the organization, do assessments based on organization needs such as evaluate each of the employee's success profile and the performance (Armstrong, 2006). Thirdly, Armstrong (2006) and Oehley (2007) had stated that management succession planning is to manage an organization's employee has the capability to fit in the rights positions.

In the performance management strategy, it needs to determine the potential of talent and making use of them effectively and efficiently (Armstrong, 2006). The aim of the strategy is to perform jobs effectiveness through targets, training, incentive and reward as well as the absence or attendance management (Torrington, Hall, Taylor, 2005). For coaching strategy, it usually is to enhance the employee's skills, behaviour and performance and using it at current job (Hirsh and Carter, 2002).

2.1.5 Talent Retention

Organisation could retain their employees by implementing talent retention practices. Talent retention is important for companies to shift from start-up to fast growth (Zingheim, Schuster & Dertien, 2009). According to Govaerts et al. (2011), the direction of companies in the war of talent is to lower down the resignation rate of employees by using talent retention. According to Allen et al., (2010) Ortlieb and Sieben (2012) and Steel et al., (2002) if the management unable to execute talent retention practices, it will have an obvious impact on the employees' turnover rate.

Talent retention is an important element in maintaining the performance and competitiveness of company. This is due to generation Y nowadays show less loyalty and mostly employees lose their talents to their headhunting competitions (Whelan & Carcary, 2011). Based on the research done by Zingheim, Schuster & Dertien (2009), there are two fundamental leadership actions to retain talent. Firstly, the leader of an organization needs to understand and address the differences between the rewards that offered by own organization and other organizations. Besides that, leader also needs to instil the mind of talented personnel that they are an important asset of the organisation.

The main talent retention strategies include total rewards strategies. It provides both monetary ands non-monetary benefit that will affect the capability of organizations to attract and retain talented employees. Besides, it highlighted that succession planning and safety audit are important talent retention strategies. Succession planning helps an

organization to identify and develop internal people who are talented for certain position, while safety audit will investigate whether the organization meets its safety aims and objectives, decision-making, delegation, hierarchies, safety planning processes and implementation of safety program planning (Armstrong, 2006).

2.2 Review of Relevant Theoretical Models

Figure 2.1 Theoretical Model 1
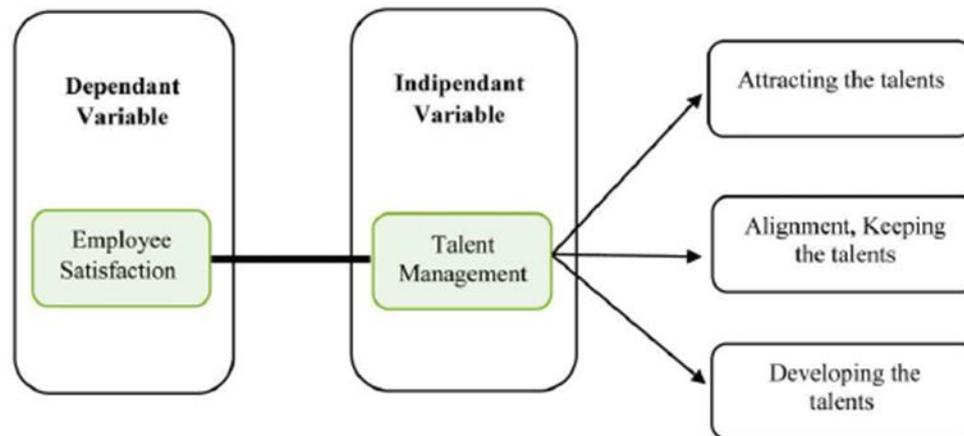
Source: Tash, M. S., Ali, E. N., & Ahmadzadeh, M. (2016, May 25). The Effects of Talent Management on Employees Performance in Oil Jam Petrochemical Complex (Oil JPC): The Mediating Role of Job satisfaction. *International Journal of Economics and Finance*, 8(6), 226-230.

The above theoretical model is conducted by Tash, Ali, Ahmadzadeh (2016). In their study, they investigate whether talent management will affect the job satisfaction of employees. Then, factors of the talent management analysis are alignment, keeping the talent, attracting the talents, developing the talents.

It shown that positive relationship between the implementation of the related practices to the manager with employees' satisfaction. The researchers considered the satisfaction as variables because satisfaction plays important roles in right and appropriate implementation of talent management policies.

From the research finding, it found that there are companies that working without assessing the industry and size can obtain benefits from rising and integrating some human resource management policies and procedures that relevant to arrange, retain, attract and develop the

talented employees. Then, management is an important character to motivates and encourages employees to get the learning opportunities. In short, talent management is a fast strategy to deal with the high employees' turnover rate and help to improve the competitive position of company's brand.

Moreover, companies should motivate and place their talented employees in a proper way. Therefore, their employees will feel satisfied towards their job and being motivated to contribute more commitment to their job. In short, employees' satisfaction and loyalty will be affected by talent management.

Figure 2.2 Theoretical Model 2
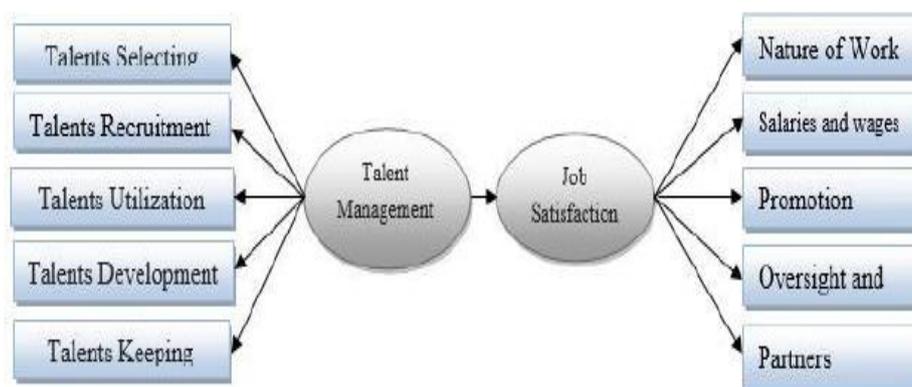
Source: Hamidi, N., Saberi, H., & Safari, M. (2014, March 1). The effect of implementation of talent management on job satisfaction governmental organizations* (Case Study: Ministry of Roads and Urban). *Journal of Novel Applied Sciences*.

According to the research model completed by Hamidi, Saberi and Safari (2014), there are five components under talent management which are recruitment and identify, selection, utilization, develop and keeping talents. There are 5 components under job satisfaction, including nature of work, supervisors, colleagues, promotion and payment. It shows talent management have as significant relationship withs job satisfaction. Based on their research, the highest rating is talent selecting and the lowest rating is talent keeping.

Referring to literature and researchers' findings, it is not secure for a company to implement talent management with identifying and recruitment talents and identifying and attracting talents. Keeping talents and implementing approaches is the right fundamental for a company to promote and delight employees. If an organization wishes to be better managing its talents, instead of properly utilize talents in proportion to the needs of organization, organization also should announce the motivational factors to employees. So, the talented personnel will have higher satisfaction and willing to stay in the organization.

Then, the purpose of Rezayian and Sultani (2010) is to investigate process of talent management as well as the individual's result. The result of their study is talent managements can lead to personal growth, job satisfaction, and value added.

Lastly, based on the study of Hamidi, Saberi and Safari, the researchers confirmed the perspectives that are used as indicators between talent management and employees' jobs satisfaction. For talent recruitment, the general indicators are diversity and challenging, salary and benefits, and being respectful nature work. For talent selection, the common indicators are psychological testing and specialized interview. Besides, for the talent utilization, the common indicators are being bored work, feedback shift work and match the person characteristics with

job. For talent development, the common indicators are job advices and contribute to the development job, job rotation and non- duplicate as well as training and promotion. For keeping talent, the common indicators are authority to do work, suitability salary and benefits, progression opportunities and being friendly group communication. Based on the positive effects of talent management components on job satisfaction, the researchers considered job satisfaction as appropriate measure to assess the organization's ability in implementing talent management.

Figure 2.3 Theoretical Model 3
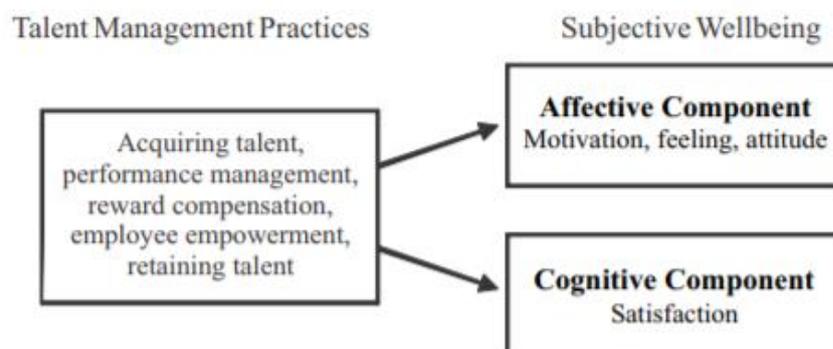
Source: Nimra Ali Khokher & Abudul Razip. (2017, July 2). Developing Conceptual Link Between Talent Management Practices and Employee's Subjective Wellbeing. *City University Research Journal*, 7(2), 203- 218.

Based on the study of Nimra Ali Khokher & Abudul Razip. (2017), the researchers investigate the relationship of talent management practices with employees' subjective wellbeing. These

talent management practices are acquiring talent, performance management reward and compensation, employee empowerment as well as retaining talent.

This research has conceptualized that talent management practices play an important role in shaping the employees' subjective well-being. Therefore, this study concluded that acquiring talent, performance management, reward and compensation, employee empowerment and retaining talent have positive effect on the employees' affective components and employees' cognitive components. The employees' affective components consist of feelings, behaviours, attitudes, motivations. Then, employees' cognitive components including employee satisfaction.

Hence, the researchers stated that the top management should take good care on the implementation of talent management practices. This is because an organization's success or failure depends on the approaches of managing the talented workers. The talent workers are the key assets and their satisfaction and engagement can determine the organization's effectiveness.

Figure 2.4 Theoretical Model 4
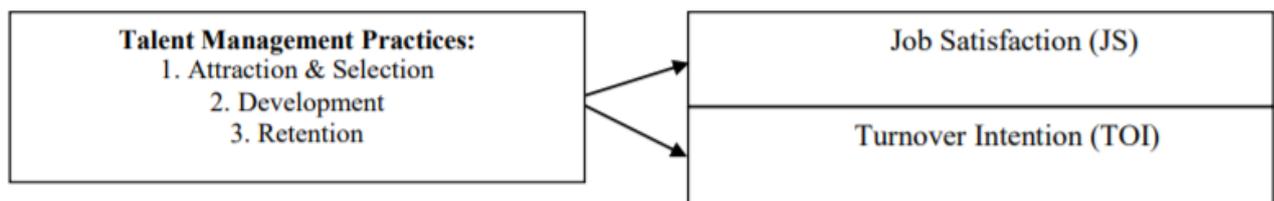
Source: Abdul Ghafoor Awan & Hafiz Muhammad Farhan. (2016). Talent management practices and their impact on job satisfaction of employees: a case study of banking sector in Pakistan. 28(2), 1949-1955.

According to Abdul Ghafoor Awan & Hafiz Muhammad Farhan (2016), they used Correlation Analysis and Regression Analysis to analyze the data. In Correlation analysis, they found that

talent management practices are positively correlated with employee satisfaction. The talent management practices consist of attraction and selection, retention practices and development practices. Based on the Correlation Analysis, this analysis suggests that attraction and selection practices are positively related to employee satisfaction. It means that the more practicing effective attraction and selection practices, the more workers satisfied with their tasks. Then, retention practices have significant correlation with job satisfaction. It means that the more trying to retain employees, the more employees satisfied with their jobs. Besides, researchers discovered that strong positive correlation between developmental practices and employee satisfaction.

The researchers also found that talent management practices have a strong and positive effect on employee satisfaction when they carry out the Multiple Regression Analysis. This analysis proved that retention practices have impact on employee satisfaction. In short, by utilizing the talent management practices, it can increase employees' loyalty and satisfaction.

2.3 Proposed Theoretical/ Conceptual Framework

Talent Management

```
┌─────────────────┐
│     Talent      │ ─────────┐
│   Attraction    │          │
└─────────────────┘          │
                             ↘
┌─────────────────┐      ┌─────────────────┐
│     Talent      │ ──→  │       Job       │
│   Development   │      │  Satisfaction   │
└─────────────────┘      └─────────────────┘
                             ↗
┌─────────────────┐          │
│     Talent      │ ─────────┘
│    Retention    │
└─────────────────┘

Independent Variables                Dependent Variable
```
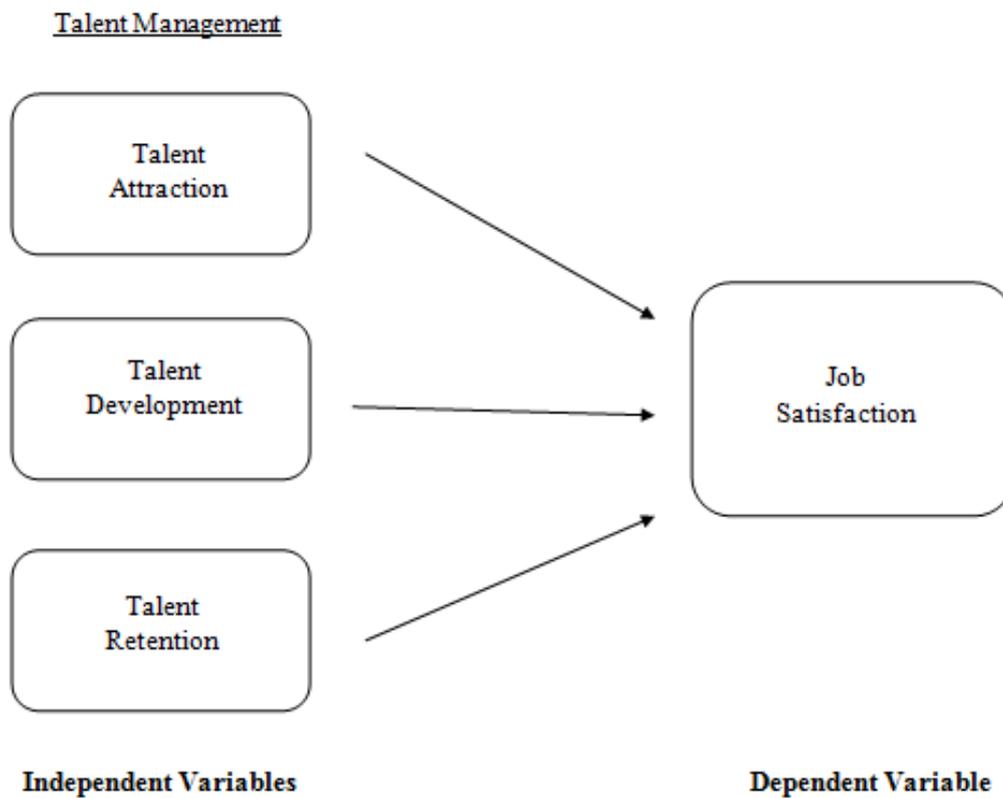
Source: Developed for this research

In this research, there will be three variables which are talent attraction, talent development and talent retention with the reference of theoretical models from previous section. This framework has been proposed in order to determine the relationship between independent variables (talent attraction, talent development and talent retention) and dependent variable (job satisfaction). Moreover, this research shows how the dimensions of talent management have impacts on job satisfaction in more details.

2.4 Hypotheses Development

2.4.1 The relationship between talent attraction and job satisfaction

First and foremost, talent attraction can be measured in many ways such as reputation of employer, the condition of workplace, compensation package, career path opportunity and so on (Lyria, Namusonge & Karanja, 2017). Then in order to satisfy both the current talents and new talents the company understand what return they expected to gain in their job (Lyria, Namusonge & Karanja, 2017). Next, in the study of Lyria, Namusonge and Karanja (2017) also stated the employees benefit that offer by the organization is to attract the talented employees.

According to the Maslow's need hierarchy theory, the basic needs of human is the physiological needs. Then this physiological need can be satisfied by using the employees benefit that offer by the company (Lyria, Namusonge & Karanja, 2017). The second need is the safety needs, the organization can satisfy the employees through providing a good working environment, job security and insurance to attract employees (Lyria, Namusonge & Karanja, 2017). Moreover, by having a work-life balance culture in company the social needs of employees will also be satisfied (Lyria, Namusonge & Karanja, 2017). Lastly, the need of self-esteem of employees can be satisfied when they feeling they are valuable and achieve their goal in their job (Lyria, Namusonge & Karanja, 2017). Therefore, these evidence shows that talent attraction will have impact on the employees' job satisfaction. It is because the organization want to attract talents, so they have to satisfy their needs.

Besides that, according to the study of Awan and Farhan (2016) they were using talent attraction as one of the independent variables and job satisfaction as the dependent variable. Then in this research they are using the correlation technique to measure the relationship between talent attraction and job satisfaction. The result of this test shows that there is a positive relationship between talent attraction and job satisfaction.

Lastly, from the study of Vinerean, Cetina and Dumitrescu (2013) stated that company should carry out cooperate social responsibility activities to attract talent employees. It is because when they are doing such activity employees will get job satisfaction (Vinerean, Cetina & Dumitrescu, 2013). Due to the good image that build by the organization. In addition, the employers will try their best to fulfill the employee needs in order to attract them (Vinerean, Cetina & Dumitrescu, 2013). Therefore, this study claims that talent attraction will have a significant impact on job satisfaction (Vinerean, Cetina & Dumitrescu, 2013).

Therefore, the following hypothesis is developed as follow:

Hypothesis 1:

H_0: There is no significant relationship between talent attraction and job satisfaction.

H_1: There is significant relationship between talent attraction and job satisfaction.

2.4.2 The relationship between talent development and job satisfaction

Talent development has a significant influence on job satisfaction and many researches show that there is a positive impact between talent development and job satisfaction (Karuri & Nahashon, 2015; Hanaysha & Tahir, 2016; Kaliannan, Abraham & Ponnusamy, 2016; NareshBabu, Suhasini, Narayanappa, 2017; Hafez, AbouelNell, Elsaid, 2017). If the training is effective and meets the employee requirement, it would increase the level of job satisfaction and therefore the outcome of the performance is more favourable (Hanaysha & Tahir, 2016). On the contrary, if the performance is unaccomplished, it will become meaningless.

According to Deery (2008), he mentioned that job training would increase the retention and commitment. Further study said that talent development is faster forecaster to influence the employee performance efficiently (Tahir, Yousafzai, Jan & Hashim, 2014). Other studies also stated that an effective talent development is to develop the potential of talents' new skills, competencies and knowledge in order to fit in the changes within in an organization (Khan, Abbasi, Waseem, Ayaz & Ijaz, 2016). Job training allows the employees to adopt new things which mean they will dedicate and reliable workforce (Benson, 2006; Gul, Akbar & Jan, 2012). Talent development could give the career advancement and development opportunities in order to raise the level of job satisfaction in the finding research (Yew, 2011; Chaudhary & Bhaskar, 2016).

Studies have shown that talent development helps the potential of employees to enhance their knowledge and capability so that the performance would increase (Dermol & Cater, 2013). According to Talwar and Thakur (2016), they mentioned that training could differentiate the employee depression, in fact the employees having a high capacity to perform the job effectively and efficiently. For the past studies, they indicate that the talent development and job satisfaction have impacted on each other (Schmidt, 2012). Another study demonstrated that people who carrying out the training and development program mean they have the ability to increase the skills and competencies (Chaudhary, & Bhaskar, 2016). Based on the finding studies, hypothesis 2 was created in order to justify the theory.

Therefore, the following hypothesis is developed as follow:

Hypothesis 2:

H_0: There is no significant relationship between talent development and job satisfaction.
H_1: There is significant relationship between talent development and job satisfaction.

2.4.3 The relationship between talent retention and job satisfaction

Based on the research done by Abdul Ghafoor Awan & Hafiz Muhammad Farhan (2016), it showed that there is positive relationship between talent retention and job satisfaction. The study is collected from 220 employees from banking sector of

Southern Punjab Pakistan and analyze the data by using Correlation Analysis, Regression Analysis and presented the data in table form. Through the correlation analysis, it showed that there is positive relationship between talent retention and job satisfaction. the correlation between talent retention and job satisfaction is 0.757 and is significant with p-value of 0.00. Therefore, it means that if an organization fail to retain talented employees, it may lead the organization to lose the investment opportunities.

Besides, according to the research done by Tash, Ali & Ahmadzadeh (2016) on Oil Jam Petrochemical Complex, it highlighted that there is positive and significant relationship between talent management practice (talent attraction, talent retention and talent development) and job satisfaction. Based on the findings, most of the companies could obtain benefits by increasing and integrating the policies and procedures which are related to attract the talents, retain the talents and develop the talents. So, talent management practice is an immediate approach and an active strategy to improve the competitive position of an organization. Therefore, efficient talent retention will increase the job satisfaction.

In addition, the research completed by Hamidi, Saberi & Mohamad Safari (2014) on Ministry of Roads and Urban, it mentioned that talent retention brings positive impacts on job satisfaction of employees. The research compared the period before and after the implementation of talent retention. By using nonparametric paired sign sample test, the average value before the implementation of talent retention is 2.55 and after implementation is 3.78. Whereas, the number of people satisfied before the implementation is 24, while the number of people satisfies after the implementation was 125 people with 18 people said that it is equal before and after the implementation of talent retention. There are significant differences between the period before and after the implementation. So, it showed that there is positive and significant relationship between talent retention and job satisfaction.

Therefore, the following hypothesis is developed as follow:

Hypothesis 3:

H_0: There is no significant relationship between talent retention and job satisfaction.

H₁: There is significant relationship between talent retention and job satisfaction.

2.4.4 The Relationship between Talent Management and Job Satisfaction

Talent management can be used as a tool to improve the recruitment process and apply high skilled personnel for conducting the organizational process. Besides, qualified people are been placed in the right position to present their abilities to achieve the goals and strategies. Job satisfaction can be created by recognizing and optimizing their skills and reinforce them. In addition, talent management should lead to personal growth, satisfaction and value for employees (HajiKarimi & Soltani, 2011).

The successful organizations are more likely to obtain vary talent management strategies to increase job satisfaction. The higher level of job satisfaction can help motivate employees and improve the organization productivity and profitability (Dixit & Arrawatia, 2018). In organizations, human resources professionals help employees through talent management practices to increase their productivity to achieve sustainable and competitive growth for incredible employee performance.

Besides, talent management strategies are crucial to improve the organizational results and build up the employee attitudes (Dixit & Arrawatia, 2018). The training and development opportunity lead employees to a higher job satisfaction as the training boost employees' behaviour of employees and satisfaction with career development opportunity and improved the job satisfaction (Latif, 2012). There is a high level of organization commitment on employees as satisfaction drives commitment (Preez and Bendixen, 2015). Thus, the talented people will make changes to the organizations once they feel being recognized and coordinated to the organizations' directions (Davies & Davies, 2010).

Therefore, the following hypothesis is developed as follow:

Hypothesis 4:

H_0: There is no significant relationship between talent management and job satisfaction.

H_1: There is significant relationship between talent management and job satisfaction.

2.5 Conclusion

In short, this study provides a literature review on how talent attraction, talent development, and talent retention have a significant impact on job satisfaction. This chapter forms the proposed conceptual framework and the assumptions identified are explained further in the next chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

In chapter 3, we will conduct the methodology of study. It outlines the process of collecting data and justifying the research design. The techniques have been used to gather data and analysis the result by using primary data and secondary data. It includes research instrument, pilot study, constructs measurement, questionnaire, and the process of data. The final data analysis used Statistical Package for the Social Sciences (SPSS) software to conduct the result in the research study.

3.1 Research Design

The research purpose is to identify the relationship between job satisfaction and talent management in the hospitality industry at Northern region of Peninsular Malaysia. Thus, it included a set of process to collect, analysis, and interpret the data so that the information can perform in better and efficient way. In this study, quantitative research and qualitative research have to determine which are most suitable to be used because the research is associated with both selected variables (employees' job satisfaction with talents management, talent attraction, talent development and talent retention).

Quantitative research is been selected for this study rather than choosing qualitative research because quantitative research is suitable for large sample size respondents through distributing the questionnaires. Another reason is the questionnaires that applied in Point Likert Scale which means it can distinguish the level agreement. Cronbach's alpha will be used for testing the data's reliability in the relation between dependent variable and independent variables. Moreover, this research design selects the causal research to identify the relationship between job satisfaction and talent management and name this relationship as a cause-and-effect relationship. At the end of the result, it provides clearly concept that employees' job satisfaction will influence the talent management's practice.

3.2 Data Collection Methods

The data will be collected from the respondents after conducted the questionnaires. This is the more appropriate and economic methods to assemble the first-hand data. A large portion of respondents can be reached rapidly and efficiently by allocating questionnaires in target locations and achieved standardization. This is because each respondent will be answered the similar question in the survey.

3.2.1 Primary Data

Primary data is the data observed or collected by a researcher directly from first-hand experience such as questionnaires, observations, experiments or interviews for the purpose of a particular research project. The advantages of this collection method are the researchers have a higher level of control over how the data is gathered; the data is more accurate as it is directly collected from targeted respondents and the data collected is up to date as it is collected from the field in real time. In this research, the data collection method had been used is questionnaire. The advantages of using questionnaires method are a large number of respondents can be reached easily and economically. A standard questionnaire provides quantifiable answers for a research topic and these answers are relatively easy to analyse.

3.2.2 Secondary Data

Secondary data is data that have been gathered by someone and publicly accessible from other sources. It can be collected from books, directories, newspaper, articles, journals and online database sources. The advantages of this collection method are it

helps to improve the understanding of the problem; it is accessible as the internet connection is frequently the only requirement to access and very timesaving and cost efficient. In this research, the data collection method had been used is journals. Journal is useful as it provides a wider range of information and provides proof that supports the claims by referencing the sources of the information. However, the journals that used in this research must be studied wisely before applying into the research as a reference in order to avoid misinterpreted or misled information.

3.2.3 Research Instrument

Research instruments are measurement tools that enable individuals to collect data that related to the research topic (EBSCOConnect, 2018). Research instruments can be tests, surveys, questionnaires or checklists. Most of the researchers use questionnaires to collect primary data from respondents efficiently in order to conduct their research. Efficiency can be achieved because the respondents will only use a few minutes to finish the questionnaires.

3.3 Sampling Design

3.3.1 Target Population

For the outcome of study, the target population for1this study are the employees of hospitality industry in Northern region of Peninsular Malaysia. Moreover, there are about 154 thousand of people working in the hospitality industry of Malaysia in 2017 ("Malaysia: annual employment in the accommodation industry", 2019).

3.3.2 Sampling Frame and Sampling Location

The sampling frame is formed by electing a group of respondents from the targeted population. Then the hospitality of industry of Malaysia is the selected industry of this research project. However, because it is difficult to access to the hospitality industry of whole Malaysia. Therefore, we had chosen the reachable location as the sampling frame which is the Northern region of Peninsular Malaysia consists of Perak, Perlis, Kedah and Penang.

Next, the reason why Northern region of Peninsular Malaysia will be selected is because the hospitality sector of Northern region is developing and prospered. According to Kaur (2018), Perak is the second place for most visited state. Moreover, according to the report of CEIC, the number of hotel guest for Kedah, Perlis and Penang also keep increasing in these years. Therefore, hospitality industry of Northern region had created more job opportunity. Thus, the Northern region of Peninsular Malaysia is chosen to be the sampling location of this study.

3.3.3 Sampling Elements

The workers of the hospitality industry in Northern region of Peninsular Malaysia will be the sampling elements in this survey. Then, the hospitality industry employees that targeted in this research will select from different pose such as director, executives, customer service officer and middle manager. Besides that, the participants of this

survey will come from few different companies in hospitality industry. This is to increase the validity for the research study's data.

3.3.4 Sampling Technique

According to Etikan, Musa and Alkassim (2016), two sampling techniques have named as probability-sampling-and non-probability sampling. Then, this research will adopt the cluster random sampling method which is under the probability sampling. It is because the difficulty to access to all of the hospitality industry employees in Northen region. However, the characteristic of cluster random sampling technique is convenience in accessibility, geographical location and time constraint (Etikan, Musa & Alkassim., 2016). Therefore, by using the cluster random sampling technique can solve this problem. Then, the questionnaires are passed to the reachable employees.

3.3.5 Sampling Size

According to Rahman (2013) the outcome of a quantitative survey is deduced back to the target population of that study. Thus, in order to guarantee the result of the survey is reliable, the sampling size have to be adequate to represent the target population (Rahman, 2013). Therefore, this survey is using the table from Krejcie and Morgan (1970) to discover the adequate sampling1size. Since the employees' population in hospitality industry is 154,000, so the questionnaire should be distributed is 384 in the category of 1,000,000 sample population as refer to the table. Therefore, there are 400 sets of questionnaires will be given out. However, 30 sets of questionnaires are used to conduct the pilot test before carry out the actual questionnaires. It is to maintain the cost of time, reliability and feasibility of this research study.

This figure is the table1for identifying the sampling size of a known population:

Figure 3.1 Table for Determining Sample Size of a Known Population

Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   Source: Krejcie & Morgan, 1970

Source: Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. Educational and psychological measurement, 30(3), 607- 610.

3.4 Research Instrument

Research Instrument is the measuring tool that used to gather data and information. Researchers use questionnaire as research instrument for the intention to collect data efficiency from target respondents. In fact, applied questionnaire in research able to collect primary data from respondent in short period of time since respondent only take couple minutes to comprehend and complete the questionnaire.

3.4.1 Questionnaire

Questionnaire is a series of questions, which is a combination of close-ended and open-ended questions. The questionnaire should always be remained as unbiased as possible. It is cheaper to conduct compared to interviews and others. Based on this research, questionnaire is used to collect the primary data from respondents on the effect of talent development, talent attraction and talent retention on job satisfaction in hospitality industry in Northern region of Peninsular Malaysia. This questionnaire provides Likert Scale answer to reduce the time of respondents answering.

The questionnaire contains of 3 sections, which are Section A (Demographic information), Section B (dependent variable) and Section C (independent variable). There are total of 25 questions. Section A is a form to get the personal and demographic information from the target respondents. It consists of 5 questions that are needed to be filled in by target respondents, which are gender, ethnicity, age, length of service and highest academic qualification.

5 points Likert Scale is applied in Section B and Section C. It is used to determine the respondents' answer from "strongly disagree, disagree, neutral, agree and strongly agree". Section B consists of 5 questions and it is designed to measure the dependent variable, which is job satisfaction. Section C consists of 15 questions to measure the independent variables, which are talent attraction, talent development, and talent retention.

Besides, the research is done by approaching the employees from hospitality industries and pass the questionnaire to them to fill in.

3.4.2 Pilot Studies

In order to assess the research instrument's reliability and deduce the possibility of inaccuracy, pilot test carried out before the actual study. There are 30 sets of questionnaires were distributed to respondents in Northern region of Peninsular Malaysia. The purpose of distributing 30 sets of questionnaires is to ensure the consistency of the questionnaires. As Gillian, Lancaster, Dodd, Williamson (2004) stated that the number size of 30 sets is acceptable in pilot study. In this pilot test, Statistical Package for the Social Sciences (SPSS) was applied to run the reliability test of these 30 sets of questionnaires.

3.5 Constructs Measurement

Table 3.1: Constructs Measurement of Dependent Variable

Dependent Variable	Number of Questions	Sources	Scales
Job satisfaction	5	Kanwal & Tariq (2016) Hanaysha & Tahir (2016)	Five-point Likert Scale

			(Strongly disagree – Strongly agree)
		Inda & Mishra (2016)	

Table 3.2: Constructs Measurement of Independent Variables

Independent Variables	Number of Questions	Sources	Scales
Talent Management Practices:			
Talent attraction	5	Lyria, Namusonge & Karanja (2017)	Five-point Likert Scale (Strongly disagree – Strongly agree)
Talent development	5	SHRM (2007) Detuncq & Schmidt (2013) Slavković, Babić & Stojanović-Aleksić (2015) Kossivi et al. (2016)	Five-point Likert Scale (Strongly disagree – Strongly agree)
Talent retention	5	SHRM (2007) Detuncq & Schmidt (2013) Slavković, Babić & Stojanović-Aleksić (2015) Padmaja & Rao (2015) AlBattrikhi (2016)	Five-point Likert Scale (Strongly disagree – Strongly agree)

3.6 Data Processing

In order to accomplish this research, there are several processes should be carried out after collecting the questionnaires from respondents. Data processing involves checking, editing, coding and tabulating of research data.

3.6.1 Data checking

The purpose of data checking is to ensure that all questionnaires are fully answered by the respondents. Then, researchers will filter out the answers that irrelevant from the data as well as reforming the data to be more relevant to the objectives. During this step, a reliable end result will be formed. Therefore, it is very important to make sure that all single detail in the questionnaires had been answered by the respondents without leaving any questions blank.

3.6.2 Data editing

Data editing is same as data checking. However, data editing goes with more detailed and many consists of some data amendment compared to data checking. When we found some missing data or information in the questionnaire, we will look into the respondents' answering pattern in other questions. Then, we estimate the missing response by using logical way. Implementation of this modification can provide more consistent and accurate data for research.

3.6.3 Data Coding

Data coding refers to a process of assigning number to represent each alternative for respondents to respond in the survey. We collected all data and coded these data into Statistical Package for the Social Sciences (SPSS) software. In section A of the questionnaire, there are nominal and ordinal scales have been used. For instance, for gender question, number 1 is coded for male and 2 is coded for female. Then, for ethnicity question, number 1 is coded for Chinese, 2 is coded for Malay, 3 is coded for Indian, 4 is coded for others.

Besides, in section B and C of the questionnaire, five Likert scale has been used. Number 1 is coded for strongly disagree, 2 is coded for disagree, 3 is coded for neutral, 4 is coded for agree, and 5 is coded for strongly agree as well as 99 is coded for missing data.

3.6.4 Data Transcribing

Data tabulating refers to a process of summarizing all raw data and tabulating it in compress form. It means that all the coded responses were transcribed into Statistical Package for the Social Sciences (SPSS) for data analysis.

3.7 Data Analysis

After gathering the data, all the data will be analyzed and interpreted by the Statistical Package for the Social Sciences (SPSS) software.

3.7.1 Descriptive Analysis

Based on Laerd (2018), a descriptive statistic is used to analysis the data, and help to describe, summarize and show the data in a meaningful and simple ways. Descriptive statistics allow a group of data to be presented in a combination of tabulated description,

graphical description and statistical commentary. The examples of graphical description are graphs and charts. Measure of central tendency and measure of spread are the types of statistic. Measure of central tendency uses a group of data, including mode, median and mean. Measure od spread uses the range, quartiles, absolute deviation, variance and standard deviation of a group of data.

In Section A of questionnaire, questions about the respondents' personal detail has been identifies. Pie chart was being used in Part A to describe the nominal variables. For Section B and Section C of the questionnaire, histogram was suitable to be used because the data collected in Section B and Section C are usually collected by using ratio or interval scale.

3.7.2 Scale Measurement

Reliability of the study is checked by using the scale measurement. Reliability is an assessment tool to measure the stability and consistency of the results. In this study, the reliability coefficient is calculated by using the Cronbach's alpha formula based on the Statistical Package for the Social Sciences (SPSS). The result of Cronbach's Alpha is range between 0 to 1. 0 is the lowest level of reliability while 1 is the highest level of reliability. The table below showed the standard of Cronbach's Alpha values.

Table 3.3: Interpretation of Cronbach's Alpha

Level of Reliability	Alpha Ranges
Very Good Reliability	0.8 to 0.95
Good Reliability	0.7 to 0.8
Fair Reliability	0.6 to 0.7
Poor Reliability	Less than 0.6

Source: Sekaran, U., &Bougie, R. (2016). Research methods for business: A skill building approach. John Wiley & Sons.

Table 3.4: Result of Pilot Test

Variables		Cronbach's Alpha	Level of Reliability
Independent Variables	Talent Attraction	0.830	Very Good Reliability
	Talent Development	0.882	Very Good Reliability
	Talent Retention	0.838	Very Good Reliability
Dependent Variables	Job Satisfaction	0.913	Very Good Reliability

3.7.3 Inferential Analysis

3.7.3.1 Pearson Correlation Coefficient

According to Schober, Boer and Schwarte's statement (2018), Pearson Correlation Coefficient is to measure the association between variables. The term correlation mostly refers to a linear relationship context in between dependent variable and independent variables. It is used when the tested variables were categorized as Likert scale and metric scale. The table below has shown an interpreting a correlation coefficient.

Table 3.5: Interpretation of Pearson Correlation Coefficient

Absolute Magnitude of the Observed Correlation Coefficient	Interpretation
0.00-0.10	Negligible correlation
0.10-0.39	Weak correlation
0.40-0.69	Moderate correlation
0.70-0.89	Strong correlation
0.90-1.00	Very strong correlation

Source: Schober, P., Boer, C., & Schwarte, L.A. (2018). Correlation Coefficients: Appropriate Use and Interpretation. Anesthesia and Analgesia.

The correlation coefficient ranges from -1 to +1, where the value of r becomes 0 means that there is no linear relationship between the two variables and the relationship becomes stronger and eventually be close to a straight line. A perfect positive correlation is happened when r is +1 between the two variables. On the contrary, where the r is -1, it expresses that a perfect negative correlation is occurred between the two variables. Hence, the value of r is greater, the relationship between X and Y is more related.

Pearson Correlation Coefficient will be tested in the following hypotheses:

H1: There is a significant relationship between talent attraction and job satisfaction.

H2: There is a significant relationship between talent development and job satisfaction.

H3: There is a significant relationship between talent retention and job satisfaction.

3.7.3.2 Multiple Regression

H_4: All independent variables (talent attraction, talent development and talent retention) influence the dependent variable (job satisfaction) significantly.

Multiple regression is to evaluate two or more independent variables toward the dependent variable. We used the multiple regression analysis to measure the percentage on IV and DV. The adjusted R Square will represent the percentage of the relationship between talent management and job satisfaction in hospitality industry in Perak. As result, the higher percentage of IV that influences DV will show the significance relationship between talent management and job satisfaction.

Formula: $Y = a + b1X1 + b2X2 + b3X3$

- Y represent the dependent variable (Job satisfaction)

- a represents the intercept or constant,

- b was the partial regression coefficients, also mean the expected change in the dependent variable

- $X1$, $X2$, $X3$… represent independent variables (talent attraction, talent development and talent retention)

3.8 Conclusion

In this chapter include the methodology of research which are construct by research design, sampling design, constructs measurement, data collection methods, research design, processing and analysis of data.

Then, this study is using the Cronbach's Alpha reliability test in order to analyse the variables' reliability of this research. Moreover, in the inferential analysis had tested all the hypotheses. This is to test the correlation between the dependent and independent variables. In addition, the correlation was tested by the Multiple regression and Pearson Correlation Coefficient Analysis. Therefore, the significance of the dependent variable (job satisfaction) and independent variables (talent retention, talent development, talent attraction) can be evaluate. Last but not least, the parts in chapter 3 will be analyse, then the results will be interpreted in the following chapter.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

In chapter 4, all the questionnaires are come from primary data and have to investigate the results. The results include descriptive analysis, scale measurement and inferential analysis in order to ensure the validity of the study. This study involved 400 respondents who from Northern region of Peninsular Malaysia which are Perak, Perlis, Kedah and Penang and the analysed results had been interpreted by using Statistical Package for the Social Sciences

(SPSS). The analysed results consist of five sectors that need to analyse it which demographic profile, central tendencies measurement of constructs, reliability test, Pearson Correlation Coefficient and Multiple Regression Analysis.

4.1 Descriptive Analysis

The objectives of descriptive analysis are providing the basic information about variables in a dataset and emphasizing the potential relationships between variables (Researchconnections, n.d.). This part will be discussed frequency analysis such as gender, age, ethnicity, length of service and education.

4.1.1 Respondent Demographic Profile

4.1.1.1 Gender

Table 4.1: Gender

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Male	166	41.5	166	41.5
Female	234	58.5	400	100.0

Source: Developed from Statistical Package for the Social Sciences (SPSS)

FIGURE 4.1: GENDER

41.5

58.5
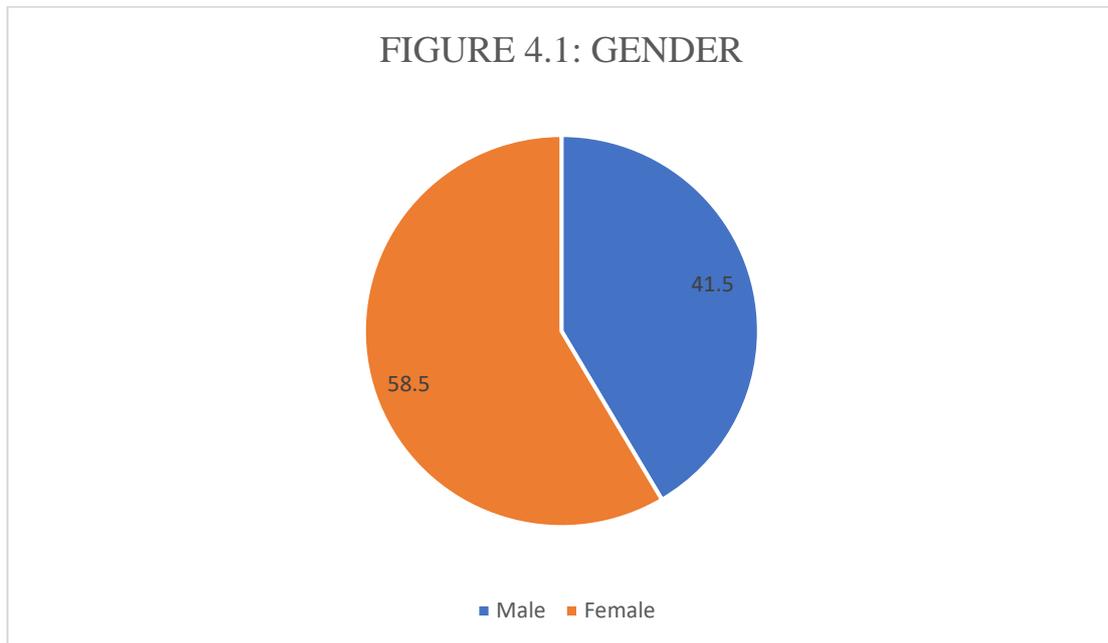
■ Male   ■ Female

Source: Developed from research

Based on the Table 4.1 and Figure 4.1, total of 58.5% respondents are female while male respondents occupy for the rest of 41.5%. In 400 group of respondents, there are 234 female and 166 male who take part in this survey. The result shows that the number of females is faintly higher than male.

4.1.1.2 Ethnicity

Table 4.2: Ethnicity

	Frequency	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
Chinese	177	44.3	177	44.3
Malay	105	26.3	282	70.5
Indian	117	29.3	399	99.8

Others	1	.3	400	100.0

FIGURE 4.2: ETHNICITY
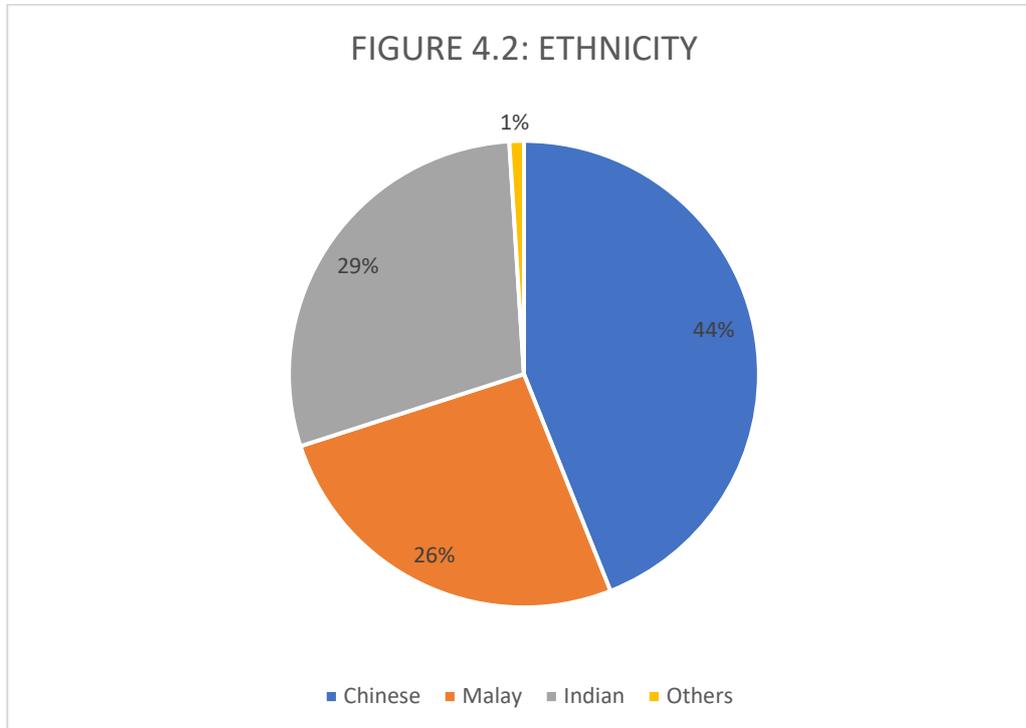
Refer to the Table 4.2 and Figure 4.2, there have four various of ethnic group which Chinese, Malay, Indian, others who participant in the surveys. There are 44% of the respondents and occupied for 177 respondents are Chinese while there are 26% of the respondents which consists of 105 respondents are Malay. Besides, there are 29 % of the respondents and made up of 117 respondents are Indian. At the meanwhile, there are only 1 respondent or 1% who contributed in the questionnaire.

4.1.1.3 Age

Table 4.3: Age

	Frequency	Percent	Cumulative Frequency	Cumulative Percent

20 Years old and below	43	10.8	43	10.8
21-30 years old	130	32.5	173	43.3
31-40 years old	108	27.0	281	70.3
41-50 years old	75	18.8	356	89.0
51 years old and above	44	11.0	400	100.0

Source: Developed from Statistical Package for the Social Sciences (SPSS)
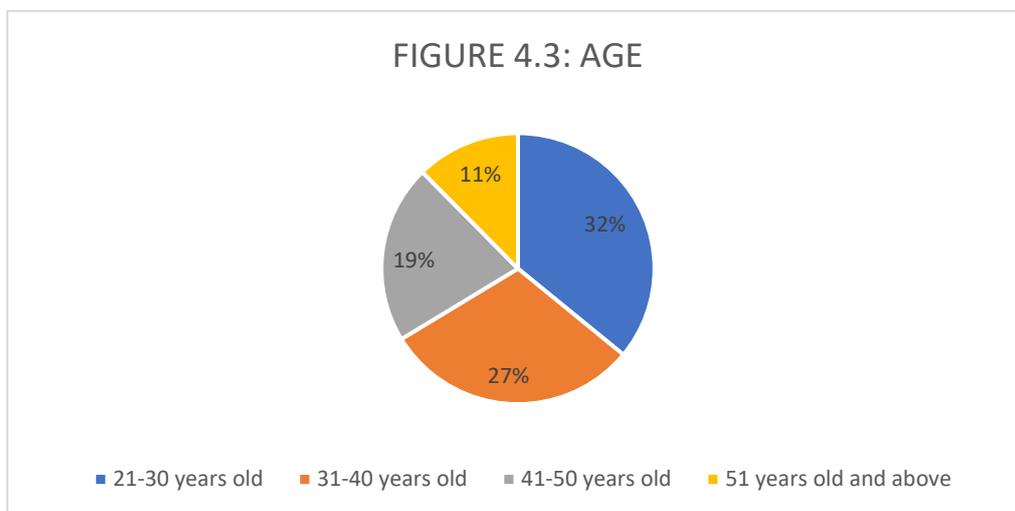
FIGURE 4.3: AGE

Source: Developed from research

As referred to Table 4.3 and Figure 4.3 indicated that the age frequency of respondents. Based on the data above, the largest number of respondents are falling under the range of 21 to 30 years old which occupied 32.5% and consist of 130 respondents out of 400 respondents. Besides, the lowest number of respondents are falling under the range of 20 years old and below which 10.8% and included 43 respondents. At the same time, the age group of 31 to 40 years old have occupied 27% which involved 108 respondents in the survey. The total number of 75 respondents are falling under the range of 41 to 50 years old and they have contributed 18.8%. Out of the 400 respondents, there have 44 respondents with 11% are falling under the range of 51 years old and above.

4.1.1.4 Length of Service

Table 4.4: Length of Service

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than 1 year	84	21.0	84	21.0
1-3 years	73	18.3	157	39.3
4-6 years	109	27.3	266	66.5
7-9 years	80	20.0	346	86.5
10 years and above	54	13.5	400	100.0

Source: Developed from Statistical Package for the Social Sciences (SPSS)

FIGURE 4.4: LENGTH OF SERVICE
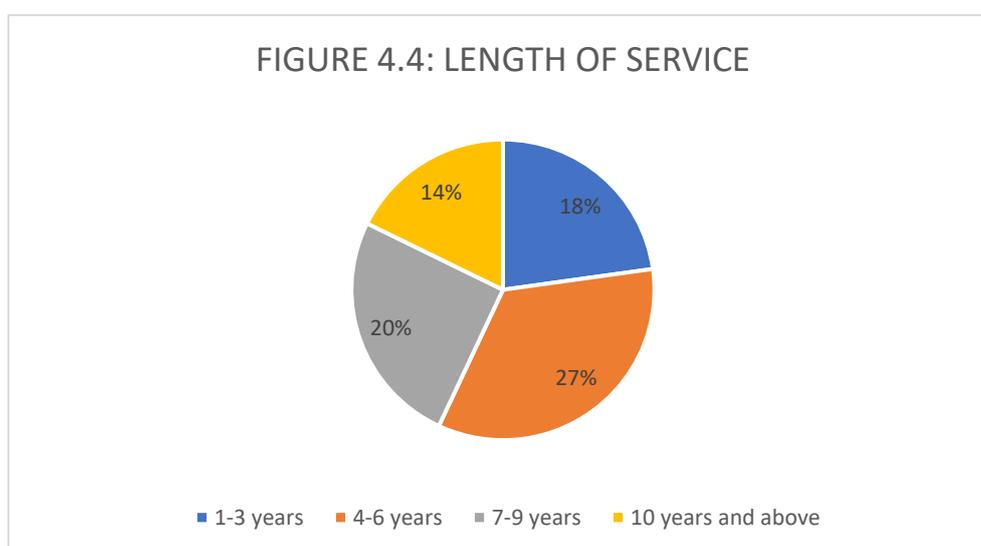
Source: Developed from research

Based on the table 4.4 and figure 4.4 indicated that the different length of service in the total 400 respondents who take part in the survey. The result shows that the service length of 4-6 years is the largest number of respondents which involved 109 respondents or 27.3%. At the same time, the service length of 10 years and above is the lowest number of respondents which consisted of 54 respondents or 13.5%. There have 84 respondents with 21% who have working experience which under the service length of less than 1 year, 73 respondents with 18.3% who have working experience which under the service length of 1 to 3 years, 80 respondents with 20% who have working experience which under the service length of 7 to 9 years.

4.1.1.5 Education

Table 4.5: Education

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
PMR/SPM	79	19.8	79	19.8
Diploma / Advance Diploma	112	28.0	191	47.8
Bachelors	145	36.3	336	84.0
Masters	40	10.0	376	94.0
PhD	24	6.0	400	100.0

Source: Developed from Statistical Package for the Social Sciences (SPSS)

FIGURE 4.5: EDUCATION
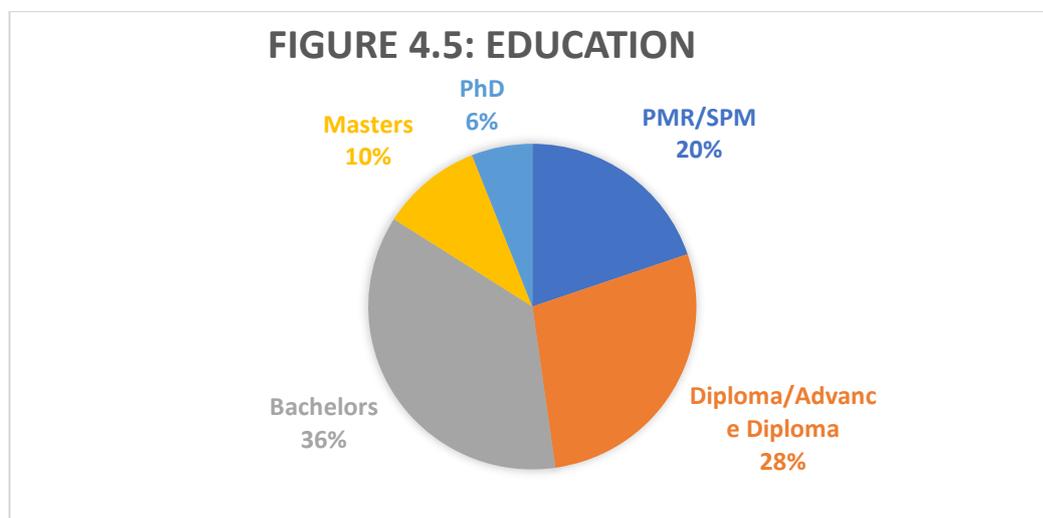
Source: Developed from research

Table 4.5 and Figure 4.5 display the respondents' education level. The research shows that bachelor's degree holders are occupied the largest number of respondents which 145 respondents with 36.3%. Besides, the lowest number of respondents are falling under PhD holders which 24 respondents with 6% in the survey. There are 79 respondents who holding PMR/SPM certification and contributed 19.8%. 112 respondents were holding Diploma/Advance Diploma and contributed 28%. At the meanwhile, there are 40 respondents were having master's degree and contributed 10%

4.1.2 Central Tendencies Measurement of Constructs

In this part, our study is using the value of mean and standard deviation to show the central tendencies of all five intervals scale question of the questionnaires. The mean and standard deviation of each question are determined by the test result of SPSS system.

4.1.2.1 Job Satisfaction

Table 4.6: Central Tendencies Measurement of Constructs: Job Satisfaction

No.	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
JS 1	I enjoy doing the things that I do at my workplace.	3.863	0.983	2	5
JS 2	I am satisfied with my earnings from my current job.	3.545	1.167	5	1

JS 3	I like the working environment in my organization.	3.850	1.054	3	3
JS 4	I am satisfied with the person who supervises me.	3.783	1.041	4	4
JS 5	Overall, I am satisfied with my current job.	3.940	1.086	1	2

In Table 4.1 had showed the standard deviation and mean and the ranking for both value among the five statements of job satisfaction. From the table, JS 5 has the highest mean value which is 3.940 and the highest standard deviation is JS 2 which is 1.167. Then the second highest mean is JS 1 with 3.863, followed by JS 3 and JS 4 with 3.850 and 3.783. Next, the second highest value of standard deviation is JS 5 with 1.086, followed by JS 3 and JS 4 with 1.054 and 1.041. Lastly, the lowest value for mean and standard deviation are JS 2 and JS 1 with 3.545 and 0.983.

4.1.2.2 Talent Attraction

Table 4.7: Central Tendencies Measurement of Constructs: Talent Attraction

No.	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
TA 1	My company is actively involved in communication and implementation of employer branding.	3.770	0.987	2	5
TA 2	This company's good working conditions and fair wages has	3.730	1.017	5	4

	enabled it to attract the right talents.				
TA 3	This company values talent search matrix during selection in order to get experienced, qualified, expertise, potential and qualified employees.	3.738	1.037	4	3
TA 4	In this company, we support employee training and career progression.	3.755	1.060	3	2
TA 5	Work-life balance as well as social networking facilities in this company is a motivating factor to our employees.	3.785	1.078	1	1

In Table 4.2 had showed the standard deviation and mean and the ranking for both value among the five statements of talent attraction. TA 5 have the highest value for mean and standard deviation which are 3.785 and 1.078. Then, second highest value for mean is TA 1 with 3.770, followed by TA 4 which is 3.755 and TA 3 with 3.738. Besides that, the second highest standard deviation is TA 4 with 1.060 and follow by TA 3 with 1.037 and TA 2 is 1.017. Thus, the statement with lowest mean is TA 2 with 3.730. Moreover, the statement with lowest standard deviation is TA 1 with 0.987.

4.1.2.3 Talent Development

Table 4.8: Central Tendencies Measurement of Constructs: Talent Development

No.	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
TD 1	My organization identifies gaps in current employee and candidate competency level.	3.648	1.054	5	4
TD 2	My organization provides current employees with	3.690	1.021	4	5

No.	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
	adequate training that allows them to do their jobs well.				
TD 3	My organization has career development programs for talented individuals.	3.710	1.069	3	2
TD 4	In my organization, training activities are focused on developing specific competences and skills that the organization needs.	3.765	1.057	2	3
TD 5	My organization give priority to internal staff for promotion opportunities.	3.865	1.082	1	1

In Table 4.3 had showed the standard deviation and mean and the ranking for both value among the five statements of talent development. First and foremost, statement TD 5 is the highest value for both mean and standard deviation with 3.865 and 1.082. Next, the second highest value of mean is TD 4 with 3.765, followed by TD 3 and TD 2 with 3.710 and 3.690. Then for the second highest value of standard deviation is TD 3 with 1.069 and followed by TD 4 and TD 2 with 1.057 and 1.021. Lastly, the statement with lowest mean is TD 1 with 3.648; and the statement with lowest standard deviation is TD 2 with 1.021.

4.1.2.4 Talent Retention

Table 4.9: Central Tendencies Measurement of Constructs: Talent Retention

No.	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
TR 1	My organization places the right people in the right jobs.	3.828	1.847	1	1
TR 2	My organization has developed programs for retaining high-potential employees.	3.653	1.056	5	5

TR 3	Process of selection in my organization is focused on candidates with high development potential.	3.715	1.061	4	4
TR 4	My organization makes efforts to engage individuals capable of creative thinking.	3.723	1.076	3	3
TR 5	There is justice in the career development among employee at work.	3.813	1.096	2	2

In Table 4.4 had showed the standard deviation and mean and the ranking for both value among the five statements of talent retention. The table had shown that TR 1 are the highest value of mean and standard deviation which is 3.828 and 1.847. Then the second highest value for mean is TR 5 with 3.813 and followed by TR 4 and TR 3 with 3.723and 3.715. On the other hand, the second highest value of standard deviation is 1.096 from TR 5 and followed by TR 4 and TR 3 with 1.076 and 1.061. Then the lowest value of mean is TR 2 which is 3.653. Last but no least the lowest standard deviation is 1.056 also from TR 2.

4.1.2.5 Summary of Central Tendencies Measurement

Table 4.10: Summary of Central Tendencies Measurement

Variables	Dimensions	Mean	Standard Deviation
Dependent Variable	Job Satisfaction	3.796	1.066

Independent Variables	Talent Attraction	3.756	1.036
	Talent Development	3.736	1.057
	Talent Retention	3.746	1.227

In this table had shown the value of mean and standard deviation of dependent variable and independent variables. According to table 4.4, job satisfaction has the highest value of mean which is 3.796. Then the lowest ranking for mean is talent development with 3.736. Next, the highest standard deviation is talent retention with 1.227. However, talent attraction is the lowest ranking on standard deviation which is 1.036.

4.2 Scale Measurement

4.2.1 Reliability Test

Reliability test has been carried out for pilot test in Chapter three in order to assess our questionnaires' consistency and accuracy. The result presented below is tested on 400 sets of our survey to identify the level of reliability in the actual study.

Table 4.11 Result of the Reliability Test

Variables	Dimensions	Cronbach's Alpha
	Talent Management Practices	
	Talent Attraction	0.909
Independent	Talent Development	0.921
Variables	Talent Retention	0.868
Dependent Variable	**Job Satisfaction**	0.920

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

Based on the table above, job satisfaction is dependent variable. The job satisfaction's Cronbach's Alpha result in actual study is 0.920. It has slightly increased compared to that result in pilot test (0.913). The Cronbach's Alpha value of job satisfaction range very good reliability.

There are three talent management practices as independent variables. For talent attraction, the result of Cronbach's Alpha in actual study is 0.909. It has significate increase compared to that result in pilot test (0.830). The value in actual study indicates talent attraction in the range of very good reliability.

Besides, for talent development, the result of Cronbach's Alpha in actual study is 0.921. It was recorded rose obviously compared to that result in pilot test (0.882). The Cronbach's Alpha value of talent development is falling in the range of very good reliability.

Lastly, talent retention's Cronbach's Alpha result in actual study is 0.868. Then, talent retention has decreased slightly compared to that result in pilot test (0.838). The talent retention still at a very good reliability range.

4.3 Inferential Analyses

According to Blaikie (2003), inferential analysis is used to understand the results acquired from random (probability) sample back to the population from which the sample was drawn. Then, the analysis is needed with two conditions only. These conditions include a sample is drawn by a random procedure and the rate of response is very high (Blaikie, 2003). Moreover, the sampling methods used in our research are Person's Correlation Coefficient and Multiple Linear Regression Analysis. These methods will show the result of correlation as well as the summary of model and coefficient.

4.3.1 Pearson's Correlation Coefficient

Pearson Correlation Coefficient is used to measure the relationship between variables (Schober, Boer and Schwarte's statement, 2018). The term of correlation mostly refers to a linear relationship context in between dependent variable and independent variables. Below table shown the interpretation of correlation coefficients.

Table 4.12: Interpretation of Pearson Correlation Coefficient

Absolute Magnitude of the Observed Correlation Coefficient	Interpretation
0.00-0.10	Negligible correlation
0.10-0.39	Weak correlation
0.40-0.69	Moderate correlation
0.70-0.89	Strong correlation

0.90-1.00	Very strong correlation

Source: Schober, P., Boer, C., & Schwarte, L.A. (2018). Correlation Coefficients: Appropriate Use and Interpretation. Anesthesia and Analgesia.

Hypothesis 1

H_0: There is no significant relationship between talent attraction and job satisfaction.

H_1: There is significant relationship between talent attraction and job satisfaction.

Table 4.13 Correlations between Talent Attraction (TA) and Job Satisfaction (JS)

		JS
TA	Pearson Correlation	0.833
	p- value	<0.0001
	N	400
JS	Pearson Correlation	1
	p- value	
	N	400

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

Based on the above table, there is positive relationship between talent attraction and job satisfaction. Talent attraction has 0.833 correlation with job satisfaction. Therefore, when the talent attraction is higher, the job satisfaction is higher. This correlation coefficient value falls within the 0.70- 0.89. Therefore, correlation between talent attraction and job satisfaction is strong. Since p- value lesser than 0.0001, talent attraction has a significant relationship with job satisfaction. Hence, null hypothesis (H0) is rejected and alternative hypothesis (H1) is accepted.

Hypothesis 2

H_0: There is no significant relationship between talent development and job satisfaction.

H_1: There is significant relationship between talent development and job satisfaction.

Table 4.14 Correlations between Talent Development (TD) and Job Satisfaction (JS)

		JS
TD	Pearson Correlation	0.779
	p- value	<0.0001
	N	400
JS	Pearson Correlation	1
	p- value	
	N	400

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

Based on the above table, there is positive relationship between talent development and job satisfaction. Talent development has 0.779 correlation with job satisfaction. Therefore, when the talent development is higher, the job satisfaction is higher. This correlation coefficient value falls within the 0.70- 0.89. Therefore, correlation between talent development and job satisfaction is strong. Since p- value lesser than 0.0001, talent development has a significant relationship with job satisfaction. Hence, null hypothesis (H0) is rejected and alternative hypothesis (H1) is accepted.

Hypothesis 3

H_0: There is a no significant relationship between talent retention and job satisfaction.

H_1: There is significant relationship between talent retention and job satisfaction.

Table 4.15 Correlations between Talent Retention (TR) and Job Satisfaction (JS)

		JS
TR	Pearson Correlation	0.761
	p- value	<0.0001
	N	400

JS	Pearson Correlation	1
	p- value	
	N	400

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

Based on the above table, there is positive relationship between talent retention and job satisfaction. Talent retention has 0.761 correlation with job satisfaction. Therefore, when the talent retention is higher, the job satisfaction is higher. This correlation coefficient value is falling within the 0.70- 0.89. Therefore, correlation between talent retention and job satisfaction is strong. Since p- value lesser than 0.0001, talent retention has a significant relationship with job satisfaction. Hence, null hypothesis (H0) is rejected and alternative hypothesis (H1) is accepted.

4.3.2 Multiple Linear Regressions

Multiple linear regressions help to evaluate the values for two or more than one independent variables toward the dependent variable by substituting the data obtained to a linear equation. Each value from the independent variable x is comes with a value of the dependent variable y.

Hypothesis 4

H_0: There is no significant relationship between talent management and the job satisfaction.

H_1: There is significant relationship between talent management and job satisfaction.

Table 4.16: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	247.447	3	82.482	340.572	0.000
Residual	95.906	396	0.242		
Total	343.354	399			

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

According to table, the p-value shown is less than 0.0001 which is lower than the alpha of 0.05 as stated in the table thus the F-value is showed to be significant. The independent variable (talent management) has been proven by data that they have significant relationship with dependent variable (job satisfaction).

Table 4.17: Model Summary of R-square Value

R-Square	Adjusted R-Square
0.721	0.719

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

R-square value is the explanation of the relationship between independent variables and dependent variables. The R-square of the independent variable (talent management) is 0.721 which propose that the model is 72.1% explain the dependent variable variation. There are 27.9% of the variation cannot be explained through this model which tell that there are some other factors can be used to explain job satisfaction.

Table 4.18: Parameter Estimates

Variable	Unstandardized Coefficients Beta	Unstandardized Coefficients Standard Error	Standardized Coefficients Beta	t value	P-value
(constant)	0.387	0.110		3.526	0.00047
TA	0.572	0.057	0.547	10.016	<0.0001
TD	0.158	0.057	0.156	2.746	<0.0001
TR	0.179	0.048	0.188	3.700	0.00025

Source: Data generated by Statistical Package for the Social Sciences (SPSS)

The table above is reflecting the significance of explanation of each of the independent variable towards dependent variable.

Talent attraction has a significant result to interpret the dependent variable (job satisfaction) as the p-value for talent attraction with a p-value of <0.0001 which lesser than the alpha value of 0.05.

Talent development has a significant result to interpret the dependent variable (job satisfaction) as the p-value for talent development with a p-value of <0.0001 which lesser than the alpha value of 0.05.

Talent retention has a significant result to interpret the dependent variable (job satisfaction) as the p-value for talent retention with a p-value of <0.0001 which lesser than the alpha value of 0.05.

Regression Equation:

$$Y = a + b1\ (x1) + b2\ (x2) + b3\ (x3) + b4\ (x4) + b5\ (x5)$$

Job satisfaction = 0.387 + 0.572 (talent attraction) + 0.158 (talent development) + 0.179 (talent retention)

From the table above, the parameter estimate shows the contribution of each independent variable to dependent variable. Talent attraction has the strongest variable impact on job satisfaction as the value of parameter estimate is 0.572. The second strongest contributor is talent retention with parameter estimate of 0.179. The ranking is then following by talent development with a value of 0.158. Talent attraction has given the highest contribution and showing its impact to job satisfaction. Therefore, in order to increase job satisfaction, talent attraction is suggested to be used heavily to maintain job satisfaction.

4.4 Conclusion

There are three analyses were carried out to analyse the data obtain from the questionnaires. The questionnaires include descriptive analysis, reliability analysis and inferential analysis. The result shows that there is a significant relationship between the dependent variable (job satisfaction) and the independent variable (talent management). Based on the analysis outcome and clarifications, the further discussions and major findings will be conducted in Chapter Five.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, the outline of the descriptive analysis and inferential analysis will be discussed further in Chapter 4 as well as the major finding that how independent variables give impact on the dependent variable job satisfaction.

In this chapter, the limitation of this research and the recommendations for future research also will be discussed. An overall conclusion provided the clear picture and summarizes the whole research study.

5.1 Summary of Statistical Analysis

5.1.1 Summary of Descriptive Analysis

There are total 234 female employees (58.5%) and 166 male employees (41.5%) participated in answering the questionnaires that are conducted in the research study. Besides, a well diversification of ethnicity of respondents is shown in the analysed result, whereby 177 of them are Chinese (44.3%), 117 participated employees are Indian (29.3%), and 105 of employees are Malay (26.3%) and 1 employee is others (0.3%).

For the age, there are total 130 employees fall within the range of 21-30 years old (32.5%), 108 employees are 31-40 years old (27.0%), 75 employees are 41-50 years

old (18.8%), 44 employees fall within 51 years old and above (11.0%), and 43 out of 400 employees are 20 years old and below (10.8%).

For the length of service, 109 out of 400 employees serviced for 4-6 years (27.3%). The second most is serviced less than one year, recording at 84 employees (21.0%). There are 80 employees worked for 7-9 years (20.0%), 73 employees worked for 1-3 years (18.3%) and the remaining 54 employees worked for 10 years and above (13.5%).

For educational level, the highest portion of respondents that contribute the most is bachelor's holders. There are total of 145 employees are bachelor's holders (36.3%). The second most is diploma or advanced diploma holders, recorded as 112 employees at 28.0%. Based on analysed result, 79 respondents are at PMR or SPM level (19.8%) and remaining 24 respondents achieved PhD level (6.0%).

5.1.2 Summary of Inferential Analysis

5.1.2.1 Pearson Correlation Analysis

Hypotheses	r-value p-value	Conclusion	
Hypothesis 1 **H1: There is a significant relationship between talent attraction and job satisfaction.**	$r = 0.909$ $p < 0.0001$	H1	is supported.
Hypothesis 2 **H2: There is a significant relationship between talent development and job satisfaction.**	$r = 0.921$ $p < 0.0001$	H2	is supported
Hypothesis 3 **H3: There is a significant relationship between talent retention and job satisfaction.**	$r = 0.868$ $p < 0.0001$	H3	is supported.

In conclusion, all the independent variables (talent attraction, talent development and talent retention) are correlated with job satisfaction significantly as the result of p-value of talent attraction and talent retention is less than alpha value 0.05.

5.1.2.2 Multiple Linear Regressions

Regression Equation:

Y= a + b1X1 + b2X2 + b3X3

Job satisfaction = 0.387 + 0.572 (talent attraction) + 0.158 (talent development) + 0.179 (talent retention)

Hypothesis 4

H_4: All independent variables (talent attraction, talent development and talent retention) significantly influence the dependent variable (job satisfaction).

5.2 Discussions of Major Findings

5.2.1 Talent Attraction and Job Satisfaction

Hypothesis 1:

H_1: There is significant relationship between talent attraction and job satisfaction.

As referred to Table 5.1.2.1, H1 was proved by the result. First, the correlation coefficient value of 0.833 within the coefficient range from 0.70 to 0.89 which mean the relationship between talent attraction and job satisfaction is positive and strong correlation. In addition, the result also shows that p-value has less than alpha value of 0.05 than lower than 0.0001. Therefore, it indicated that the relationship between talent attraction and job satisfaction is significant.

Talent attraction is significant for organizational productivity and thus human capital spending entails the attainment, management and maintenance of a talented workforce (Swanepoel, Erasmus, Schenk, & Tshilongamulenzhe, 2014, p.375). Boyd and Salamin (2001) defined reward as part of an organisation's compensation plan and it is central to the attraction, motivation and retention of employees.

Several studies reveal that when employees are rewarded fairly, they will be inclined to stay with their current employer (Kwenin, Muathe, & Nzulwa, 2013). Terera and Ngirande (2014, p.486) contend that reward strategies that recognised value of employees and address attractive rewards for employees is essential to be implemented because an employee who feels treasured by the organisation is more probable to remain in employment than an unvalued employee would. Thus, employee rewards become significant in supporting job satisfaction as it not only fulfils the essential needs over and above but also helps to attain the higher level of organisational objectives.

5.2.2 Talent Development and Job Satisfaction

Hypothesis 2:

H_1: There is significant relationship between talent development and job satisfaction.

As referred to Table 5.1.2.1, H2 was proved by the result. First, the correlation coefficient value of 0.779 within the coefficient range from 0.70 to 0.89 which mean the relationship between talent development and job satisfaction is positive and strong correlation. In addition, the result also shows that p-value has less than alpha value of 0.01 than lower than 0.0001. Therefore, it indicated that the relationship between talent development and job satisfaction is significant.

Many researchers proved that talent development has positive and significant relationship toward job satisfaction (Karuri & Nahashon, 2015; Hanaysha & Tahir, 2016; Kaliannan, Abraham & Ponnusamy, 2016; NareshBabu, Suhasini, Narayanappa, 2017; Hafez, AbouelNell, Elsaid, 2017). By providing the career advancement and development opportunities to employees, the employees' level of job satisfaction would be increase (Yew, 2011; Chaudhary & Bhaskar, 2016). The employees would realize that which part of areas that they can perform well and which areas they are lagging or not performing satisfactory in the training and development section (Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M., 2016).

According to Khan et al. (2015), when the employees are satisfied with their job, the bad reaction wouldn't be happened on them such as stressful. If the employees feel happy, it is a common consciousness that joyful employees would perform a good job. According to Abdulla, J., Djebarni, R., & Mellahi, K. (2011), they said that employees who trained are more satisfied than employees who untrained.

5.2.3 Talent Retention and Job Satisfaction

Hypothesis 3:

H$_1$: There is significant relationship between talent retention and job satisfaction.

Based on SPSS result, it determined that there is a positive relationship between talent retention and job satisfaction. The Pearson Correlation of talent retention and job satisfaction is 0.761. it implicates that there is strong relationship between talent retention and job satisfaction. In addition, the result of p-value is less than 0.0001, which is less than alpha value 0.05. The p-value shows that the relationship between talent retention and job satisfaction is significant.

According to Mathimaran & Kumar's research (2017), it found that talent retention is also one of the strategies to increase the employees' job satisfaction. As cited in Global Journal of Management and Business Research (2017), Miller, Erickson & Yust (2001) said that employees get benefited by working environment that provide a sense of belongings. This can assist in increasing the job satisfaction of employees. Wells & Thelen (2002) also stated that organizations have a very good chance to retain employees by satisfying them. The satisfaction can be done in providing an appropriate level of privacy and sound control within the working environment, which enhancing the motivation needed to let the employees commits with organization in a long-term (Mathimaran & Kumar, 2017). This research indicates there is relationship between talent retention and job satisfaction.

Besides, in the research of Hamidi & Saberi & Safari (2014), it shows that keeping talent has positive impact on job satisfaction of employees. The authors also conducted the research by distributing questionnaires. The test results show that the significant

value is less than the alpha value 0.05. Thus, it indicates that talent retention is significantly affected job satisfaction (Hamidi & Saberi & Safari, 2014).

5.3 Implications of the Study

5.3.1 Theoretical Implications

We had shown a proposed framework in our study. That framework includes three talent management practices and job satisfaction. Our proposed framework is referring to the framework of some researchers. However, there is lack of researches on the relationship between talent management practice and job satisfaction in hospitality industry in Malaysia, so our research can be useful for other researchers' future study.

The framework of our study indicates a good fit to the data. This is because we have identified three talent management practices have significant relationship with job satisfaction in the research. Talent attraction, talent development and talent retention are the talent management practices. In conclusion, our finding had proved these talent management practices can impose significant effect on job satisfaction.

5.3.2 Managerial Implication

Hospitality industry has been acknowledged as important industry that contributed to the economy growth of Malaysia significantly. However, we found that the job satisfaction is low. Jobstreet carried out research to find the main reason that causes the low job satisfaction. The main reason is disappointing management and leadership. Then, job satisfaction will increase turnover rate and turnover crisis occurred. Therefore, it is very important for the management team to find way to workers to maintain or improve companies' productivity.

In our study, we found that talent attraction, talent development and talent retention have significant and positive relationship with job satisfaction. For talent attraction practice, company need to create well thought out value proposition to workers. For instance, giving talented employees more flexible working hour and always enforce work life balance on talented employees' mind. For the talent development practice, the company can give equal chances for talented employees to participated in training opportunity. For the talent retention, company can create mutually beneficial contracts with talented employees. If the company prepared to invest on talented employees, the talented employees will try hard to give greater outcomes for the company's business.

5.4 Limitations of the Study

Questionnaires

The questionnaires of this study were using English and interval scale with range from strongly disagree to strongly agree to set the question. However, some of the respondents cannot understand properly the meaning of the question because their proficiency in English is weak. Therefore, these issues might affect their answer and thus influence the result of questionnaires. Then, we had encountered some respondents who feel annoying during answering the

questionnaires. Hence this had caused them to answer the questionnaires by simply choose an answer and did not read through the question properly. Moreover, we had found that some of the questionnaires were not being answer completely. Therefore, all of these issues might slightly affect the result of the test.

Participation of Respondents

In order to conduct this research, the research team had used two method to distribute the questionnaires. The first method is distributing the questionnaires by going to the destination and second is through online survey. Then, due to the restriction of time and cost, the researcher could not go to many locations to distribute the questionnaires. Besides that, the online survey is hard to raise the awareness of respondent. Thus, they will only fill in the questionnaires when they are free.

Time Constraint

During conducting this research, the research team had spent a lot time to send out the email to the targeted respondents and this had used up a lot of time to get the reply from the respondents. Moreover, during distributing the questionnaires, the researchers also spent a lot of time on travelling and waiting the respondent to answer the questionnaires. Besides that, there are 400 questionnaires data needed to be key into the SPSS system. Then in order to avoid mistake the researcher had consume a lot of time during this stage. Thus, all of these issues had caused the researchers used a longer time than their estimated time. However, although the researchers had met all these challenges during the research. But the research still managed to catch up the progress of research. It is because the research team commit more effort and have a good time management.

5.5 Recommendations for Future Research

The suggestion for the future researchers who need to conduct survey by using primary data is to use phone call interview. It is because by using online survey and go to the destination to distribute questionnaires are very time consuming and the cost of travel is high. Moreover, by using online survey the respondents might ignore the email and this will drag the progress of research because the researchers need to collect enough amount of data to conduct their study. It is because most of the respondents are lack of interest towards the research. Therefore, by using phone interview could help the researchers to reduce the cost and shorten the time consuming.

Then in order to make sure all respondents could understand the question in questionnaires, when designing the question, the researchers should use succinctly words and straight to the point. This can prevent the respondents misunderstood the meaning of the questionnaires. Therefore, the reliability of the data could increase. Besides that, this can also help to reduce the time consuming because the respondents do not need to take time to study what is the meaning of questions. Lastly, due to Malaysia is a country that have a multiple race and every race has their own native language. Then some of the respondent might not have proper education therefore they might not understand the meaning of questions. Thus, the researchers should prepare a multi-language questionnaire for different races of respondents to ensure them can understand the question properly.

5.6 Conclusion

Last but not least, in the findings of this study had showed that there is a significant relationship between talent management (talent attraction, talent development, and talent retention) and the job satisfaction of employees. Moreover, after the research is done, the understanding of the

relationship between talent management and job satisfaction in hospitality industry have been enhance.

Then, by doing this research could help the firm in hospitality industry understand how talent management will affect the employees' job satisfaction. Therefore, they can improve their management to job satisfaction of their employees. Therefore, the employees will commit more to their job and decrease the employee's turnover rate. So, the future researchers should conduct further study on this topic to improve the employee's job satisfaction in hospitality industry.

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APPENDIX 1.1

UNIVERSITI TUNKU ABDUL RAHMAN

Faculty of Business and Finance

Wholly owned by UTAR Education Foundation
(Co. No. 578227-M)
DU012(A)

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

FINAL YEAR PROJECT

TITLE OF TOPIC: A STUDY ON THE EFFECT OF TALENT ATTRACTION, TALENT DEVELOPMENT AND TALENT RETENTION ON JOB SATISFACTION IN HOSPITALITY INDUSTRY IN NORTHEN REGION OF PENINSULAR MALAYSIA

Survey Questionnaire

Dear respondent,

We are final year undergraduate student of Bachelor of Business Administration (HONS), from Universiti Tunku Abdul Rahman (UTAR). The purpose of this survey is to study the effect of talent management practices (Talent attraction, talent development and talent retention) in hospitality industry in Northern region of Peninsular Malaysia.

Thank you for your participation.

Instructions:

1. There are THREE (3) sections in this questionnaire. Please answer ALL questions in ALL sections.
2. Completion of this questionnaire will take you approximately 5 to 10 minutes.
3. The content of this questionnaire will be kept strictly confidential.
4. Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, UniversitiTunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

   Acknowledgment of Notice:
   By completing this survey question, I have been notified by the students and that I hereby understood, consented and agreed per UTAR notice (refer to Appendix I).

Name: Chai Wen Xin   E-mail address: wenxinchai@live.com

Name: Chan Jia Ying   E-mail address: ying353123@gmail.com

Name: Koh Chi Kuan   E-mail address: chikuan0308@hotmail.com

Name: Ngo Siang Li   E-mail address: siangli33@gmail.com

Name: Teh Ling Li   E-mail address: lingli0624@gmail.com

Section A: General Information

The following questions refer to the general information of the respondents. Please tick the appropriate box to represent your answer. Your answer will be kept confidential.

1. Gender:
   - ☐ Male
   - ☐ Female

2. Ethnicity:
   - ☐ Chinese
   - ☐ Malay
   - ☐ Indian
   - ☐ Others (Please specify): _____

3. Age:
   - ☐ 20 years old and below
   - ☐ 21-30 years old
   - ☐ 31-40 years old
   - ☐ 41-50 years old
   - ☐ 51 years old and above

4. Length of service:
   - ☐ Less than 1 year
   - ☐ 1-3 years
   - ☐ 4-6 years
   - ☐ 7-9 years
   - ☐ 10 years and above

5. Highest academic qualification:
   - ☐ PMR / SPM
   - ☐ Diploma / Advanced Diploma
   - ☐ Bachelors
   - ☐ Masters
   - ☐ PhD
   - ☐ Others (Please specify): _____

Section B: Dependent Variable

The statement in this section is related to job satisfaction in hospitality industry.

Please circle the number that best reflects your opinion about the statement using 5 Likert scale which that [(1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree and (5) = strongly agree]

Job Satisfaction:

No.	Job Satisfaction	SD	D	N	A	SA
1	I enjoy doing the things that I do at my workplace.	1	2	3	4	5
2	I am satisfied with my earnings from my current job.	1	2	3	4	5
3	I like the working environment in my organization.	1	2	3	4	5
4	I am satisfied with the person who supervises me.	1	2	3	4	5
5	Overall, I am satisfied with my current job.	1	2	3	4	5

Section C: Independent Variables

The statement in this section is related to the effect of talent management practices (talent attraction, talent development and talent retention) on job satisfaction.

According to your experience as an employee in hospitality industry, please circle the number that best reflects your opinion about the statement using 5 Likert scale which that [(1) = strongly disagree(SD) , (2) = disagree(D) , (3) = neutral(N) , (4) = agree(A) and (5) = strongly agree(SA)]

Talent Management Practices:

I.   Talent Attraction

No.	Talent Attraction	SD	D	N	A	SA
1	My company is actively involved in communication and implementation of employer branding.	1	2	3	4	5
2	This company's good working conditions and fair wages has enabled it to attract the right talents.	1	2	3	4	5
3	This company values talent search matrix during selection in order to get experienced, qualified, expertise, potential and qualified employees.	1	2	3	4	5
4	In this company, we support employee training and career progression.	1	2	3	4	5
5	Work-life balance as well as social networking facilities in this company is a motivating factor to our employees.	1	2	3	4	5

II.   Talent Development

No.	Talent Development	SD	D	N	A	SA
1	My organization identifies gaps in current employee and candidate competency level.	1	2	3	4	5
2	My organization provides current employees with adequate training that allows them to do their jobs well.	1	2	3	4	5
3	My organization has career development programs for talented individuals.	1	2	3	4	5
4	In my organization, training activities are focused on developing specific competences and skills that the organization needs.	1	2	3	4	5
5	My organization give priority to internal staff for promotion opportunities.	1	2	3	4	5

No.	Talent Retention	SD	D	N	A	SA

1	My organization places the right people in the right jobs.	1	2	3	4	5
2	My organization has developed programs for retaining high-potential employees.	1	2	3	4	5
3	Process of selection in my organization is focused on candidates with high development potential.	1	2	3	4	5
4	My organization makes efforts to engage individuals capable of creative thinking.	1	2	3	4	5
5	There is justice in the career development among employee at work.	1	2	3	4	5

III.   Talent Retention

Thank you for taking time out to participate in our survey. We truly appreciate the information you have provided.