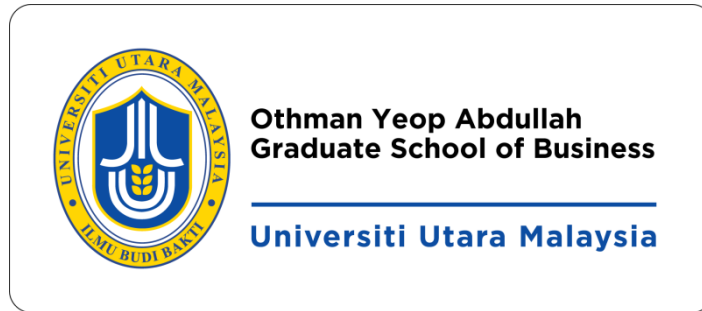


**Relationship Between Human Resource Practices On The
Effectiveness Talent Management Programme Amongst
Generation Y**

**Dissertation Submitted to the
Othman Yeop Abdullah Graduate School
of Business, University Utara Malaysia,
in Fulfillment of the Requirement of the degree of
Master of Human Resource Management**

By:

**MUHAMMAD FIROS MUSTAFFA
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ABSTRACT

Managing talent management programme is a goal oriented process to maximize the productivity of employees and is a critical aspect of organizational effectiveness. However, relatively limited research has been conducted on the relationship between the effectiveness talent management programme and human resource practices especially in Malaysia. The purpose of this study is to examine the relationship between human resource practices and the effectiveness talent management programme in a Multimedia Development Corporation Berhad, Malaysia (MDeC). Data were collected from 270 respondents and analysed through questionnaires. The results was being analyzed by using Statistical Package for Social Science (SPSS) Version 19.0.

From the data analysed, the results revealed that the independent variable (four variables in human resources practices) have moderate positive correlations with dependent variables (the effectiveness talent management programme). The findings, recommendations and suggestion for future research also were discussed.

ABSTRAK

Pengurusan bakat di sebuah organisasi adalah satu proses berorientasikan matlamat bagi memaksimumkan produktiviti pekerja dan ianya adalah kritikal untuk memastikan organisasi itu efektif. Walaubagaimanapun, kajian mengenai hubungkait keberkesanan pengurusan bakat dengan pengurusan sumber manusia adalah terutamanya di Malaysia. Sehubungan dengan itu, tujuan kajian ini adalah untuk menilai hubungan keberkesanan pengurusan bakat dengan pengurusan sumber manusia di Syarikat Pembangunan Multimedia Berhad, Malaysia (MDeC). Maklumat mengenai soal selidik telah dikumpul daripada 270 responden dan dianalisa dengan menggunakan perisian “Statistical Package for Social Science (SPSS)” versi 19.0.

Hasil daripada data yang dianalisa, pemboleh ubah tidak bersandar iaitu (empat elemen pengurusan sumber manusia) menunjukkan penyumbang petunjuk yang positif dengan keberkesanan pengurusan bakat. Penemuan kajian, cadangan dan syor untuk kajian dimasa akan datang juga dibincangkan di akhir kajian ini.

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TABLE OF CONTENTS

	Page
FRONT PAGE	i
CERTIFICATE OF PROJECT PAPER	ii
PERMISSION TO USE	iii
DECLARATION	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGMENT	vii
TABLE OF CONTENT	viii-x
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER 1 : INTRODUCTION	
1.1 Introduction	1
1.2 Background of The Study	1-6
1.3 Problem Statement	6-9
1.4 Research Questions	9-10
1.5 Research Objectives	10
1.6 Significance of Study	10-12
1.7 Scope of Study	13
1.8 Definition of Key Terms	13-15
1.8 Summary	15
CHAPTER 2 : LITERATURE REVIEW	
2.1 Introduction	16
2.2 Talent Management at MDeC Berhad	16-17
2.3 Definition and Conceptualization of Variables	18
2.4 Talent Management in Practice	18-22
2.5 The Drivers of Talent Management	23-26
2.6 The Four Elements of Human Resource Practices	26-33

2.7	Defining Gen Y	33-37
2.8	Summary	37

CHAPTER 3 : METHODOLOGY

3.1	Introduction	38
3.2	Conceptual Framework	38-39
3.3	Hypothesis Development	39-40
3.4	Research Design	40
3.5	Population and Sample	41-42
3.6	Measurement of Variables	42
3.7	Design of Questionnaires	42-44
3.8	Data Collection Procedure	44
3.9	Pilot Study	45
3.10	Technique of Analysis	46-47
3.11	Data Screening	47-49
3.12	Conclusion	49

CHAPTER 4 : FINDINGS

4.1	Introduction	50
4.2	Response Rates	50
4.3	Data Input And Coding Process	51
4.4	Data Collection Process	51-52
4.5	Data Screening	53-57
4.6	Homogeneity Test	58
4.7	Data Analysis	58-59
4.8	Respondent Profile	59-62
4.9	Cronbranch Alpha for Actual Data	62
4.10	Hypothesis Testing	63-65
4.11	Regression Analysis	65-66
4.12	Conclusion	66

CHAPTER 5 : DISCUSSIONS

5.1	Introduction	67
5.2	Achieving Research Objectives	67
5.2.1	Objectives One	68-70
5.2.2	Objectives Two	70-71
5.2.3	Objectives Three	71-73
5.3	Human Resource Practices and The Effectiveness TMP	73-80
5.4	Limitation of the Study	81
5.5	Recommendations	81-82
5.6	Conclusion	83-84

REFERENCES	85-93
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APPENDIX A : Questionnaires	94-98
APPENDIX B : Demographics Variables Results	99-101
APPENDIX C : Pilot Study Results	102-103
APPENDIX D : Data Screening Results	104-107
APPENDIX E : Factor Analysis Results	108-116
APPENDIX F : Correlation Results	117-119

LIST OF TABLES

	Page
Table 3.1: The normality results	49
Table 4.1: Data Input Results	51
Table 4.2: Data Coding Results	51
Table 4.3: Data Missing Results	53
Table 4.4: Univariate and Multivariate Results	54
Table 4.5: Linearity and Value of Skewness and Kurtosis Results	56
Table 4.6: Test of Normality	57
Table 4.7: Homoscedasticity Results (z Scores)	57
Table 4.8: Means for The Effectiveness TMP Results	58
Table 4.9: Respondent Demographics Results	59
Table 4.10: Cronbranch Alpha Value Results	62
Table 4.11: Pearson Coorelation Results	64
Table 4.12: Summary Pearson Coorelation Results	66
Table 4.13: Multi Regression Analysis	65
Table 4.14: Percentage on HR Practices Results	66

LIST OF FIGURES

	Page
Figure 3.1: Conceptual Framework	39
Figure 4.1: Homoscedesticity	57
Figure 4.2: Contributing Factor Seeking Employment MDeC Berhad	60
Figure 4.3: Contributing Factor for People Joining MDeC Berhad	61

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This research will focus on human resource practices and the effectiveness on the talent management programme which relates to staffing, training development, performance appraisals, compensation and rewards function. This is important to retain the talented employees especially Gen Y within the organization as their ideas and innovations will create an impact on business strategies. Human resource practices should align with the talent management programme and recognize the importance of the talent management programme in the organization as it is pre-requested for the relevancy in the globalization business.

1.2 Background of Study

To gain competitive advantages to be relevant in the current globalization era, an organization must consistently increase on the betterment of their product quality and services through innovative offerings for the end user satisfaction. The main objectives of the organization to survive in the current challenging economics market landscape and remain competitive. As an organization incentive, their product and services must be more to attract the user or consumer and gain their heart with the features provided. Human resources also plays an important role in providing support for those activities such as recruiting talented people who will mostly contribute to the organizations successfulness. Specifically, Human resource must strategized and recruit the right people with the right skills, talent and disposition (behaviours). However, to obtain these qualities and criteria it is not an easy task for the human resource department. To recruit and keep the talented employees motivated, stay productive and remain in the organization it is

imperative. For the human resource specialist design and implementation strategies human resource deliverables such as talent management, succession planning & career development are effective recruitment strategies as well.

Talent management is a marked feature of any human resource department to sustain in keeping and be relevant in the current globalized businesses. May it be a small organization in a small town or a multi-national corporate giant, sound talent management practices are becoming a source of competitive advantage (Soliman & Spooner, 2002, Hass, 2006). It directly refers to the understanding and anticipation of human capital requirements within an organizations needs at present and in the future and then setting an extensive plan to meet those needs (Carpenter et al., 2011). An article 'war for talent' by McKinsey in 1997 was the first to coin the term talent management and since then it has significantly improved its importance in the eyes of both academia and practitioners alike (Michaels et al., 2001).

As the management of human capital evolved there have been many changes implemented to the processes of employee selection, management and retention (Bux, 2009). Talent management provides the fundamental building blocks for the creation of an organization that is not capable of learning, evolving and being innovative (Roslinah et al., 2009). To maintain a sustained growth in both skilled and unskilled sectors there is a requirement of a system that takes the talent forward. The functionality of human resource departments has evolved over the years from simple 'Personal Department' to 'Strategic Human Resource' to now 'Talent Management' (Bersin, 2006). Not only that, talent management is now considered the next step in the evolution of functionalities of an organizations Human Resource Management (HRM) department (Morton, 2010).

Based on organizational management elites like Hambrick and Mason(1984), Miller, Burke and Glick (1998) and strategic human resource management pundits like Huselid et al (1997), Schuler (1989) and Wright and McMahon (1992), talent

management has grown in significance in almost all industries. Recent years has ushered in a new era of human resource management as talent management have transitioned from a house keeping function to a source of competitive advantage specifically geared to today's dynamic competitive environment. Dr John Sullivan considered a teacher on the topic of talent management, in 2004 suggests that a good talent management practice must have a well-integrated and fully coordinated approach to human resource.

'They must integrate intrinsic and fundamental standard business processes and personal processes must be flexible to effectively shift responsibilities to managers and they must have a good and a valued measure of profitable and measurable accomplishment with productivity'

(Dr John Sullivan, 2004)

Over the last decade or so the definition of talent management has not significantly changed as evident from:

"The process of managing the supply and capabilities of the workforce to meet the demand for talent throughout the organization to achieve optimal business performance and in direct alignment with organizational goals."

(Knowledge Infusion, 2006)

In a survey study conducted about high performance workforces, executives from six countries encompassing 15 industries revealed that of all the identified practices that dramatically improve workforce performance and yield strong contributions to business performance, the number one contributor is talent management (Brakeley, Cheese & Clinton, 2004). The association dedicated to training and development field (ASTD) in its weblog dated May 8, 2008 also talks about talent management.

"A holistic approach to optimizing human capital, which enables an organization to drive short and long term results by building culture,

engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals.”

Talent management has been gaining importance for companies steadily from the mid 90's and now in the 21st century it is considered one of the most important human capital management tools (Ashton & Moreton, 2005, Heinien & O'Neill, 2004, Ingham, 2006, McCauley & Wakefield, 2006, McGee, 2006). McCauley & Wakefield (2006) further go on describe the talent management processes as:

“more strategic, connected, and broad-based than ever before. Talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation. To drive performance, deal with an increasingly rapid pace of change, and create sustainable success, a company must align these processes with its business strategies”

(page 119)

From various empirical studies it has been found that firms that take the initiative of aligning their human resource management practices with their business' current and future strategies will achieve superior outcomes (Becker & Gerhart, 1996, Becker & Huselid, 1998). The organizations are realizing now that for competitive advantage there is a very real need to attract the right people for specific positions (hiring), develop them so as their full potential is realized (training) and keep the talent with the organization (retaining). This process of hiring, training and retaining talent together are called talent management. Multimedia Development Corporation Berhad (MDeC) is largest ICT service provider, and it is considered one of Asia's leading companies. As one of the top ten ranked government linked companies (GLC's) in Malaysia (Othman, 2011), it harbours a work force of over 30,000 employees over the world and with total estimated revenues for year 2013 to be in the vicinity of RM 40 Billion or USD 13 Billion (4-Traders, 2014).

A joint venture initiative with The Government of Malaysia to provide nationwide high speed of ICT facilities has made MDeC Berhad become most highest subscribed company with the new innovation and technologies. With the further advancement and introduction of the next generation optical network the project's very ambitious, determined and inspired goals of endowing Malaysians with the fastest and most cost effective services is almost a reality. Within a year and a half since its launch in 2010, MDeC Berhad is now operating out of four fiber optical exchanges. It has intelligently laid its network in 62 residential and 16 industrial areas and has connected over 1.16 million premises, which has led to a take-up rate of subscription to MDeC Berhad brand by 15-20%, which far exceeds global figures. Realistic figures show that by the end of 2013, optical fibre network will be connected to 1.7 million premises and will cater to over 620,000 subscribers (MDeC Sustainability Report, 2013).

The professional strength of MDeC Berhad does not emanate only from its services and product lines but is additionally derived from its value adding industrial endeavours and involvements, as well as extensive ventures towards research and development (MDeC 'Workplace', 2014). Besides consistently improving and enhancing their own portfolio they have made significant, moment sand noteworthy investments in other business sectors such as VADS Berhad, one of Malaysia's leading ICT managed service provider an IT based tertiary educational institution (MDeC Annual Report, 2011, 2012 & 2013).

Similar investments to the ones mentioned above have vibrantly added to the dynamic and forceful profile of the company. Stock market reports suggests that MDeC Berhad stocks are always reliable and are traded heavily, especially after the reacquisition of MIMOS in 2009 (largest ICT hardware and software service provider in Malaysia), MDeC Berhad stock have experienced a fevered activity for a couple of years (4-Traders, 2014).

MDeC Berhad is also playing a massive role in the growth, development and rapid expansion of the entire communications industry in the region. MDeC Berhad has continually displayed heavy involvement, association and contribution towards the research and development of information, communication, telecommunication technology and continued investments in building the ICT infrastructure in Malaysia. MDeC Berhad Malaysian's ever growing demand of fast, reliable and applications rich services has enabled.

As practices at MDeC Berhad on talent management programme such as staffing, training, performance appraisal and reward seem focused by the organization but it still has a weakness. According to MDeC Berhad human resource department a certain part especially on training and performance appraisal is less satisfactory drawing complaints by their employees.

1.3 Problem Statement

To realize the vision of MDeC Berhad becoming the leading ICT provider for Malaysia and Southeast Asia, corporate leaders realized the importance of enriching managing talent at their organization. They recognised and acknowledged that to stay competitive and to be above the curve there has to be a visible and effective quantum change in talent management policies.

Since significant on talent management programme changes took effect in the human resource department in 2006-2007 such as effective training to enhance skill and talent, MDeC Berhad has invested continuously . Number of trainings conducted by the human resources department show that over 70,860 employees have taken part in various training programmes. 30,000 plus have been trained in high technical areas such as optical fibre and IP- related programmes (Annual Report, 2013). According to their human resource manager only 12% of their employees had been promoted due to their talent and skill shown in their work

performance. Finally these programs have led to the failure in identifying the talented and skilled employees for promotion to better positions.

In 2008, a consultant company, CLC Human Resources conducted a survey that covered more than 10,000 respondents from MDeC Berhad and it revealed the following less favorable outcomes. The study reveals that only five percent managers were very satisfied with their Organizations talent management programmes such as succession planning and management training. Only 15 percent of the employees received informal feedback four times or less per year. On grouping talent management programs, only 22 percent of the respondents said that their Organizations provided a good programme to enhance their skills ('TMP Surveys',2008). Thus, the result of this survey indicated that the talent management programme in the MDeC Berrhad are very minimal and almost all the employees requested that the programmes to enhance their skills and talents in their organizations should be improved.

In Malaysia, (Mohamad Safuan Bin Haji Mohamad Taib, 2012) conducted a case study of the talent management program in the Malaysian Government linked Companies (GLC). The data's were collected through distributions of questionnaires at Telekom Malaysia Berhad Kuala Lumpur. The results derived from this survey was, that in the Hiring and Staffing of the organization it had a very bad practice. This is because hiring practices are the first exposure of the employee to the organization and the Hiring practices of the Human resource department was based on the demands of the relevant departments requirements but once the employee assumes his position in the departments, the employee may not be competent in certain criteria of the jobs specifications or department demands. The major weakness was the lack of experience and knowledge. In addition they lacked the skill to apply for the specified job task. On the Training and Development he stressed that the Training and Development module of Telekom Malaysia provided for the employees and the additional effort that

employees had to undertake for the development of their careers. It's perhaps an added advantage to the employee and Telekom Malaysia and hence well perceived as a contributor to the overall talent management program. From the performance appraisal aspect the researcher finds that the performance appraisal is a very personal experience and the people reflect strongly the experiences that they feel during the process. On the rewards and compensation aspect the researcher finds that there is a poor practice on the rewards systems of the organization. The researcher finds that the rewards and compensations are important for self-importance and self-worth. An employer also needs to show to their employees that they value their hard work, dedication and loyalty towards the organization. This will reinforce the human nature of a person to continue doing well and staying with the organization.

The current job market is mostly made up of Gen X and Gen Y employees. In America alone as of 2011, 62% of the work force is Gen X and Gen Y with Gen Y moving exponentially towards being a majority (Achievers, 2011). Research indicates that even though chronologically Gen X and Gen Y are not very far apart (Nelson, 2006), they have however developed different attributes and attitudes towards employment. The training programs are being designed by mainly Gen X managers, however its being designed for mainly Gen Y employees. Meaning to say it is still monopolized by Gen X at the top management. This led to a sudden leaps and bounds in technology and the onset of the information age. This research and the existing literature compiled from the best practices in the field of talent management programs will compliment and enhance to produce a more better human resource practice in the organization. In addition, this research will help to explore the experiences and beliefs of MDeC Berhad employees about their organizations talent management programmes.

It is high time now that the middle to elder of the Gen Y generations who are entering the workforce at MDeC Berhad have a more competitive edge by joining

the ICT organization. As the talent management programmes initiated by MDeC Berhad is still in the early stages of implementation. It will directly attract this group of people as this study will initiate and compliment for the most effective human resource factors that can contribute to the talent management programme. By providing for the Gen Y in MDeC Berhad and how effective are the existing talent management programmes of MDeC Berhad for their employees. Specifically Gen Y employees will depend on how the human resource management practices of MDeC Berhad are perceived specifically by Gen Y employees or what is the view of Gen Y employees on the effectiveness of the talent management programmes. It will depend on what is practiced by MDeC Berhad. This study is important in developing the Gen Y expectations and demands for the recognition of their talents and contributions towards achieving the Mission and Visions of the organization. This study will also help identify the weaknesses and enhance the current human resource management practices to create a more attractive talent management programme.

As all the people targeted by this research have gone through the process of hiring and staffing, trainings and development, performance appraisals, rewards and compensations they will all contribute towards the development and effectiveness of MDeC Berhad talent management programmes.

1.4 Research Questions

Based on the factors discussed earlier, this study intends to investigate and answer the specific questions as below:

1. How are the human resource management practices perceived by Gen Y employees in MDeC Berhad?

2. How are the effectiveness of the talent management program perceived by Gen Y employees in MDeC Berhad?
3. What is the relationship between human resource management practices and the effectiveness of talent management programme at MDeC Berhad on Gen Y employees?

1.5 Research Objective

This paper intends to examine the relationships between the human resources management practices and the effectiveness of the talent management programmes. Specifically the objectives of this study are:

1. To evaluate the human resource management practices perceived by Gen Y employees in MDeC Berhad.
2. To determine the effectiveness of the talent management program perceived by Gen Y employees in MDeC Berhad.
3. To identify the relationship between human resource management practices and the effectiveness of talent management programme at MDeC Berhad on Gen Y employees.

1.6 Significance Of The Study

This study will be significant in developing a human resource programme to enhance the talent management programme at MDeC Berhad. It can motivate the employees to increasing their productivity and quality of work.

Furthermore, there is yet no research conducted on understanding the human resources practices and the effectiveness of the talent management programmes at MDeC Berhad. Data taken from human resources department, A majority 62% of Gen Y become employees at MDeC Berhad (Annual Report, 2013). Gen Y

employees are the new entrants and the future of MDeC Berhad. Gen Y employees perception of the current human resource practices is a valuable source on developing new talent management programme will create a big impact to the organization. This research can be used for evaluating MDeC Berhad current strategies on human resource practices and the finding will aid MDeC Berhad in the planning of future strategies to become more attractive in the human resources practices and the effectiveness of the talent management programme.

Specifically for MDeC Berhad, the outcome of this study will be useful for the Human Resources Department to improve the talent management programmes. This is to ensure that the improved process is able to minimize the gap of skill and talent required in the organization. In addition it is also useful for the management to identify which human resources practices really make the employees satisfied with the skill, knowledge and talent they possess. Finally it may also be beneficial for MDeC Berhad as it may reduce the organization turn over on the grounds of dissatisfaction of the skills and talent enhancements.

1.6.1 Contribute to the Body of Knowledge

To be able to review and analyze the relationship between the human resources practices and the effectiveness of the talent management programmes for Malaysian standards, thus reveal the knowledge gap if any. To be able to review and analyze the relationship between the human resources practices and the effectiveness talent management programmes in Malaysian setting, thus reveal the gap knowledge, if any. This will then direct the human resource research to a more systematic manner.

Furthermore by conducting this research which relates to the current required skills, talent and knowledge in the human resource domain, it will generate new,

related propositions and better understandings of the existing talent, skills and knowledge needed if necessary. The primary aim of the researcher in this study is to relook at the concept of human resource management practices from a new perspective on talent management programme.

The current human resources practices such as hiring, staffing, training and development, performance appraisal, compensation and rewards should come with new attractive method that can be implement in the organization. This study seems important on knowledge expansion about human resource practices to enhance the talent management programme and become an important part on developing the talent management programme at organization. Effective talent management is essential in achieving organizational excellence and is a driving force for business success (Tanton, 2007).

1.6.2 Contribution to the Organization and Employees

From the employees perspectives this study would highlight which human resources practices are more satisfactory with the Gen Y according to their contribution of skills, knowledge and talents. For the employer this study will contribute to the upgrading of the best human resource practices in the organization. It also will lead to an increased turnover for the organization as well. From the employer perspective designing the best packages such as promotion for the best performance achiever and yearly monetary increment for Gen Y is the way to attract the Gen Y to perform better and stay loyal. Additional perks such as rewards for the best employee of the month or employee of the years should be practiced to ensure that talented employees feel recognized.

In general setting this study would also be beneficial to the student and human resources practitioners to understand the relationships between the human resource practices and the effectiveness of talent management programmes.

Moreover this research will provide recommendations from findings on how to make the talented Gen Y employees to be loyal and remain in the organization.

1.7 Scope of Study

This survey was conducted at the Multimedia Development Corporation Berhad (MDeC) Malaysia located at Cyberjaya, Wilayah Persekutuan Putrajaya, Malaysia. This study will examine the perception of the Gen Y employees of MDeC Berhad towards the effectiveness of the talent management programme practices. Due to the interest of time and focus, only the respondents between the ages of 19-35 were selected. This age group of employees were selected because they represent the Gen Y at MDeC Berhad. Various departments at MDeC Berhad were selected for distribution of the survey forms for this study. Overall 270 respondents from various backgrounds and positions were selected pertaining to this research.

This study became the interest of the researcher because of the information obtained from this study, it will help the human resources department or practitioners to rectify the needed expectations of Gen Y for the recognition of their talent that is necessary for the effectiveness of the talent management programme.

1.8 Definition of Key Terms

The definition of the main term in this research :

Gen Y- The generation of people born during 1965 – 1980 (kopperschmidt, 2000).

Gen X- The generation of people born during 1981 - 2000 (kopperschmidt, 2000).

HRM- The process of hiring and developing employees become more valuable to the organization. Human Resource Management planning personnel needs, recruiting, orientating and training, managing wages and salaries, providing benefits and incentives, evaluating performances, resolving disputes, and communicating with all employees at all levels (Edward E, 2008).

TMP- Talent management refers to the anticipation of required human capital for an organization and the criteria of using strategic human resource planning to improve business value and to make it possible for organizations to reach their goals (Edward E, 2008).

Hiring - The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization (Joseph J. Martocchio, 2004).

Staffing - The selection and training of individuals for specific job functions and molding them for the associated responsibilities (Joseph J. Martocchio, 2004).

Training and Development - The official and ongoing educational activities within an organization designed to enhance the fulfillment and performance of employees. Training and development programs offered by a business might include a variety of educational techniques and programs that can be attended on a compulsory or voluntary basis by staffs (Joseph J. Martocchio, 2004).

Performance Appraisal - The process by which a manager or consultant examines and evaluates an employee's work behavior by comparing it with preset standards, document the results of the comparison, and uses the results to provide feedback to the employee to show where improvements are needed and why (Joseph J. Martocchio, 2004).

Compensation and Rewards - Compensation (also known as Total Rewards) can be defined as all of the rewards earned by employees in return for their contributions (Joseph J. Martocchio, 2004).

1.9 Summary

This study is divided into five chapters in order to provide clarity and coherence on determining the relationship between human resource practices on the effectiveness of talent management programmes among Gen Y. The first part of the dissertation will be discussing the problems uncovered by the researcher and provide ample background of the topic. This chapter shall constitute an introduction to the whole dissertation, and the statement of the problem in order to present the basis of the study. The second chapter shall be discussing the relevance of the study in the existing literature. It shall provide studies on Gen Y talent, skill, knowledge and ability in order to achieve the effectiveness of the talent management programmes. The third chapter of this study shall be discussing the methods and procedures used in the study. The chapter shall comprise of the presentation of the utilized techniques for data collection and research methodology. The fourth chapter shall be an analysis on the contents gathered through primary research and quantitative research approach. The last chapter shall comprise of three sections, the summary of the findings, the conclusions of the study, and the recommendations. With the three portions these chapters shall be able to address the problem stated in the initial chapters of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss the concepts on the effectiveness of the talent management programme and human resource practices in work settings. In addition, the effects of implementing the good talent management programmes are also discussed and described.

2.2 Talent Management at MDeC Berhad

Talent Management is nothing new in MDeC Berhad as it would be expected of a Multinational company that boast a staggering 30,000 plus employees.

“Training of employees is one of the major commitments undertaken by MDeC Berhad towards its employees and its vast investments made towards training facilities and qualified facilitators are proof of this commitment”

(Annual Report, 2013)

was the remark of a MDeC Berhad Executive also commented that

“Talent management is not a new practice in MDeC, it has been around for a few years”.

(Annual Report, 2013)

However, Norasikin MDeC Berhad Executive' further added that :

“till the recent past talent management was not a very important part of our Corporations planning, however, once they (Corporation) realize the importance of this (talent management), they have invested heavily in it”.

(Annual report, 2013)

The loss of monopoly of the Malaysian ICT giant gave rise to competition and the intense battle for hiring and retaining talent and was the catalyst that triggered the shifting of MDeC Berhad corporate policy towards best talent management practices. Khazanah Nasional Berhad is the investment holding arm to The Government of Malaysia entrusted to hold and manage the commercial assets of the government and to undertake strategic investments. Directly working under the Finance Minister of Malaysia it introduces many programs in its efforts to improve internal investments and initiated programs for the betterment of the public. Once such program introduced was GLC Transformation Programme that was first launched in May 2004 and is part of an on-going effort by The Government to drive development and grow the economy (Putrajaya Committee, 2013). Among many other things, special attention was given towards development of leadership skills of Malaysian employees. As a significantly large GLC, MDeC Berhad took the lead from Khazanah and adopted this programme proudly. To ensure that company's main asset, the human capital, remains competitive in the Malaysian market and to further attract new upcoming talent, MDeC Berhad has invested greatly in talent management by aligning their Human Resource Management policies with the best talent management programmes and Khazanah Transformation Programme initiatives.

2.3 Definition and Conceptualization of Variables

2.3.1 The Effectiveness Talent Management Programme

Much like an organizations commitment to provide world-class service to its clients, an effective talent management is far more than a business goal or objective with a beginning, middle, and end. It involves a perpetual journey toward consistently higher levels of performance efficiency – a process that helps employers succeed by staying ahead of the curve of an ever-changing business environment. In some cases, this may involve strategically leveraging workplace trends for long-term benefits. For example, according to a report in a Human Resources Magazine, home improvement retail giant, The Home Depot, prefers to focus its staffing activities on attracting older workers, because it feels older employees are more stable and available, high-quality talent pool. Successful organizations evaluate the worth of every investment. Effective Talent management is no exception. The question is not whether organizations should apply metrics to measure the impact of the investment on performance. It is purely a matter of selecting which metrics will make the most sense for the organization. Organizations are increasingly turning to technology and technology-assisted processes to help achieve maximum benefits from their effective talent management programs. According to the results of a 2009 Watson Wyatt survey, more companies are planning to convert some or all of their existing talent management processes to automated, integrated solutions. The consulting firm reports that about a quarter of firms surveyed have said they intend to avoid the temptation to integrate existing technologies and “will start from scratch with a new integrated suite”.

2.4 Talent Management in Practice

Internal development of talent, augmented by strategic external hiring. It provides a comprehensive approach in creating an innovative organization (Murphy et al., 2009). An organization looking to be innovative, forward thinking and in search of competitive advantages needs to embrace the concept of talent management. Its

purpose is the assurance that supply of talented human capital is in line with overall business strategy and defined objectives, so as the right personnel's are performing the right jobs at the right time and in the right place. Talent management cannot be just another Human Resource Department function as described by the Chief Human Resources Officer Marshall Mills working at Baylor Health Care :

“It’s a business process and not just a HR process – you therefore have to help the organization recognize that talent management is a strategic, proactive initiative that is critical to sustaining the organization’s current and future success”.

Talent management should be a mindset that goes beyond the rhetoric towards a more holistic and integrated approach for attaining the greatest competitive advantage from employees in conjunction with organization effort to be competitive (A & DC Group, 2008). Moreover strong middle management hiring and training leads to identification of the future leaders of the organization. It is very important for all sectors to shift from one-to-one employee replacement schemes and invest in creating a pool of competent employees who are trained well enough to meet the present and future needs of the organization (Wilkerson, 2007).

In today extremely competitive global economy, talent management can be considered as the primary driver of organizational success. In very general terms talent management is the perfect combination, understanding and then functional implementation of systems designs and strategies that ultimately results in the rise of workplace output and productivity, by developing and utilizing improved and tested practices of successfully attracting, carefully developing, and aggressively retaining people who possess the skills, knowledge and attitude to fulfill the present and potential future organizational needs. A recent study conducted in 2005 by Aberdeen Group Inc showed that 85% of Human Resources executives state that the “single greatest challenge in workforce management is creating or

maintaining their companies' ability to compete for talent" (Survey,2005). This is to say that there is no question about the validity, the effectiveness and the strategic leverage that talent management provides to a organization in today's global economic landscape.

2.4.1 Practical application of talent management in all sectors

As management, planning and procedural practices vary from country to country, company to company and culture to culture, so does the best talent management practices. There is no such thing as 'a perfect' talent management strategy for all. Even though these differences exist, the common goals of talent management still remain geared towards a common focus of optimizing human capital output. A report based on a survey of more than a thousand participants was conducted to see how talent management strategies of various industries and sectors can be integrated and the following broad elements were interpreted (Ringo et al., 2008):

a) Strategize and Attract

Implement long term company plans with the company management and then align them with long term approach for recruiting and retention of employees.

b) Motivate and Develop

Develop workers skills and knowledge through various internal and external training platforms and retain those that possess the particular skills and knowledge necessary for the prosperity of the company.

c) Deploy, Manage, Connect and Enable

Integrate scheduling and resource deployment that will aid in developing the needs of the firm. Moreover, encourage intense collaboration, cross training and sharing of expertise, technology and capabilities to improve the productivity and mobility of high potential employees within the organization.

d) Transform, Sustain and Retain

Maintain, monitor and sustain continuity of the talent management procedures to aid in achieving clear measurable goals of boosting a rooster of highly, skilled and motivated employees. High skilled employees mean higher productivity. This directly translates into better employee pay packages, which in turn improves employee engagement and job satisfaction resulting in high retention of employees by the employers.

2.4.2 Difference in Talent Management in Private and Public Sectors

Literature review suggests that private and public sectors have different set of talent management protocols and standards. In a survey of corporate officers, large numbers strongly agreed that improving the talent pool is of high priority. The data showed that emphasize given to talent management varied in high performing companies, 49%, than average performing companies, 30% (McKinsey, 2000). Similar pattern of talent management are observed in the private sector and is based on performance and size of organization as witnessed by the research of Huselid, Jackson & Schuler (1997), Smylie & Wenzel (2006) who were able to find the existence of association with outcome such as high employee retention and sustained increased productivity of the organization. They also pointed out the fact that talent management practices are only productive if they adapt to the environment and polices of the location of practice (Schein, 1977). On the other hand in the corporate sector Lawler (2008) points out that there are two main components of talent management methods:

a) High Involvement and Investment Methods (Usually Public)

Instead of a complete top down approach, the decision making responsibilities are transferred down to lower level of leadership giving birth to strong leaders, higher job satisfaction and fostering long-term employee-employer relationship. Combined with good training programs these employer with ensure continued growth of the organization.

b) The Global Competition Methods (Usually Private)

Short-term, flexible employee-employer relationship, where employees are hired and rehired based on performance reviews. This method drives employees to self-train and educate in their particular field, in turn employees receive substantial financial rewards accompanied with interesting and challenging job assignments.

Although talent management is not a new trend, this source of competitive advantage for some organizations has become an imperative. Results of research have revealed that 75% of corporate officers were concerned with talent shortages (McKinsey, 2001) and the task of retaining talent was given a high priority for 87% of the HR directors. This need to hire, train and retain talent within organizations has driven up the need for expert management and giving rise to the following common principles amongst both public and private companies (Human Resource Planning, 2002):

- a) As the tapestry of business cycle evolves so does the requirements of different kind of management.
- b) As demographics of workplace changes and implementation of more automation it is reducing labour quotients therefore causing talent squeeze.
- c) The rise in entrance of new enterprises cause migration of talent from larger firms to the said enterprises.
- d) A shift of focus towards the importance of leadership and its filters towards various levels of organization
- e) Finally, rise in the complexities of world economics now required segregated talent and in turn talent management.

2.5 The Drivers of Talent Management

Human capital the driver of talent management is essential for an organization to gain competitive advantage. There are four distinct areas of talent management strategies namely: talent attracting (hiring), talent selecting (staffing), talent development (training) and talent retention. Although in most cases, pay packages, perks and benefits are the initial attraction to the talent, most top organizations have shifted their focus to retaining and developing talent as well (Towers Perrin, 2003).

The most common and commented factors are increases in global and virtual workforce, mixture of different and diverse generations in the workplace, longer life expectancy than before and an investment in independent workforce have altered the long existing workplace paradigms. Furthermore due to ever increasing demographic changes (i.e. diverse-from age, gender, ethnicity, lifestyles and even migration patterns) and increasing generation gap, the workforces are redefining the cultural norms. Organizations have started understanding and recognizing these changes and are starting to take advantage of these new workplace trends. Take Wall-Mart for example, the supermarket giant started staffing initiatives on older workers age 50 or above, who make up to 15 % of the workforce (Tucker, Kao, & Verma, 2005). It is a common believe that diversity and inclusion should be a major part of all talent management strategies. Example can be given of Proctor and Gamble:

“who feels that getting the right mix of people is a major part of talent management and hires many of its leaders as university recruits”

(Morton, 2005)

Another major driver of talent management is the anticipation of shortage in talent in particular sectors in the upcoming years. Not all economics sectors experience lack of skills and talent at the same time but there will be shortages in common professions and organization will compete to recruitment, such as customer

service, health care, computer support and technological staffing are some areas that can always anticipate shortages (Dell & Hickey, 2002). Strategy Human Resource Management's *2005 Future of the U.S. Labour Pool Survey Report*, points that as more of the baby boom generation retires. They are going to leave a talent vacuum that will not be filled easily and it will effect various private and public sectors depending on their size (Collison, 2005).

Finally corporate branding of companies such as implementing the best practices of human resources on developing a good talent management programme as key business strategy can also drive the talent management function. JP Morgan Chase for example took significant leadership steps as they rallied the masses with their branding (Morton, 2005).

2.5.1 The Role Of Human Resource In The Effectiveness Of Talent Management Programme

Human Resource Departments hold many critical roles in the management of human capital in an organization, but none more important than the insight, understanding and building of talent pool. Human Resource Department heads must be entrusted and cultured to conceiving the understanding of overall direction of the organization, by closing liaising with the CEO and other managing personal within the organization. The Human Resource Department must be the definers and maintainer of the organization talent managing culture such as hiring, training and retraining and even firing. Generally speaking Human Resource role must encompass the communication of talent management programme within the organization practices which are derived by understanding the organization strengths and weakness and comparing them with the organization competition. According to Preeti Khatri (Corresponding author), there a three step for human resource department ensure the effectiveness of talent management programme:

i) Hiring

The success of hiring and employment specialists generally is measured by the number of positions they fill and the time it takes to fill those positions. The organization advertise job postings, source candidates, screen applicants, conduct preliminary interviews and coordinate hiring efforts with outlining necessary skill levels and competencies for each vacancy required high skill or talent. Establishes the necessary parameters which ensure that the organization has the right person with the right skills in the right job at the right time to reach strategic goals at all levels.

ii) Training and Development

Employers must provide employees with the tools necessary for their success which, in many cases, means giving new employees extensive orientation training to help them transition into a new organizational culture. Many human resource departments also provide leadership training and professional development. Leadership training may be required of newly hired and promoted supervisors and managers on topics such as performance management and how to handle employee relations matters at the department level. Professional development opportunities are for employees looking for promotional opportunities or employees who want to achieve personal goals such as finishing a college degree. Programs such as tuition assistance and tuition reimbursement programs often are within the purview of the human resource training and development area.

iii) Compensation and Rewards

Like employee and labor relations, the compensation and rewards functions of human resource often can be handled by one human resource specialist with dual expertise. On the compensation side, the human resource functions include setting compensation structures and evaluating competitive pay practices. A compensation and rewards specialist also may negotiate group health coverage rates with insurers and coordinate activities with the retirement savings fund

administrator. Payroll can be a component of the compensation and rewards section of human resource.

(Journal of Management & Strategy Vol. 1, No. 1; December 2010)

2.6 The Four Elements of Human Resource Practices

First stage of any talent management strategy requires identification of required talent, and most influential literature suggests that once requirements are identified the organization focus should turn to development and retention (Axelrod et al., 2002; Frank et al., 2004; Michaels et al., 2001). It is necessary to identify key requirements of talent as this has a potential of providing competitive advantage in the market (Boudreau & Ramstad, 2005; 2007). When the practice of talent management is used appropriately it can lead to breeding of great future performers and leaders (Romans, Frost & Ford, 2006), give rise to facilitation of learning and individual growth (Bersin, 2007). The most important of all the development and expansion of organizational capabilities (Kates, 2006). As talent management acts as a supporting structure for the developments, it can be envisioned quiet unanimously that an organization that boosts a great recruitment, retention and support mechanism for their employees. It will foster an environment for individuals to strive to reach for greater levels of knowledge sharing. Even though development of new and more improved procedural paradigm in all facets of their respective disciplines and enable and create stream of innovations that can lead to greater sustainability.

2.6.1 Hiring and Staffing

Hiring and staffing is the process of attracting, finding, and selecting highly talented individuals to meet current and future employment needs (Thomson, 2009). The aim is to find candidates that possess the required competencies of the vacant position, so they rapidly blend and can be integrated smoothly with the

business strategies and be productive for the organization and its culture (AHRIS, 2010). An effective hire sets a stage for mutual success for both the organization and individual. The hiring and staffing mechanism goes through a few stages and processes.

- a) Sourcing is identifying both internal and external resources for locating required talent. Job announcement in newspapers, job fairs and internet posting are effective methods of locating talent. Another very interesting method of sourcing instead of posting the opening on websites or job fairs; companies can actually build up connections in the market, watching people's performances in the field, build up sound information on potential employees (Sullivan, 2010).
- b) Application assessment in the processing of clearing people for interviews via vetting the applicants based on their Curriculum Vitae, recommendations and previous job history before being cleared to proceed to the next level of text.
- c) Screening and interviewing in the process through which best candidates who are also the best fit for the company future plan are recognized. Various interviewing methods can be used to uncover desired characteristics and talents with a view to match a said candidates for a job requirement. Matching job requirements to applicant traits is significant for employers as it decreases employee turnover, increases chances of job success for people hired, reduces training costs and increase the return on investment (Byham, 2009).

2.6.2 Training and Development

Employee training and development, has shown rapid growth over the years. As shown by the American Society for Training and Development the cost of an

average annual training program per employee rose from \$820 in 2003 to \$1155 in 2004 (ustoday, 2013). Now whether employee training and development is the cause of high turnovers or leads to high level of employee retention is still up for debate (Colarelli & Montei, 1996; Becker, 1993). However one thing is certain employee training and development is significant part of Human Resource Development and as such plays an important part in the success of an organization. The main reason behind employee training and development within an organization is to establish a framework to align its human capital with its core programmatic and organizational priorities. This of course is necessary to assure the overall success of individuals, departments, sectors and finally the organization. It must be taken to note that when an organization invests in development such as capability and capacity, it is doing more than just individual training for additional skills or raising the level of education and competence. Developing a talent and they are fostering culture. Lepak & Snell (1999) proponent in the adaptation of bottom up development as they believe that employee inputs which contain uniqueness and valuable insight can contribute towards the firm's strategic objectives. On the other hand, Becker & Huselid (2006) as strong supports of top-down development, saying that employees are of no value unless they contribute towards the firm's strategic objective and they recognize that the focus of differentiation, in terms of fit, should be the job not the individual employee.

“Human Resource systems of reinforcing elements incorporating core capabilities and the organizational design infrastructures in which they are embedded and that renew, adapt, and support these capabilities”

(Miller et al, in De Wit & Meyer, 2005).

Any organization about to institute a training program must take into consideration what it is about to teach? To whom it is being taught and why is it necessary to teach this particular course to the proposed candidates? What are the expected outcomes? Once understood, a full conceptualization and designing of

the course must take place to cater to this specific audience (UNESCO, 2004). Other things to consider are planned activities, duration of the training program, training venue and resources needed. Some of the effective methods of training and development as compiled by Olaniyan & Ojo (2008) are as follows:

a) On the job training / coaching

A formal method of training, as workers become more experienced over time, their job behavior is modified from layman to skilled worker by repetition of duties and acquisition of knowledge.

b) Induction / orientation

A process to familiarize new entrant to a job environment and to acquaint them to corporate requirements such as office norms, organizational ethics, rules and regulations and practiced values.

c) Apprenticeship

Is the training method where an unskilled individual understudies a skilled person closely for a significant amount of time, usually where skill requirements to perform a task are high such as blowing glass.

d) Demonstration

Where a skilled worker teaches an unskilled worker to perform a task or process by doing it himself as the trainee observes closely.

e) Formal training

Training where individuals are dispatched to a learning centre, training institution, seminar and even schools or universities to acquire the desired skills.

2.6.3 Performance Appraisal

Human capital is essential for organizations to attain and maintain competitive advantages, therefore organizations are focused on retaining their talented staff members more than ever (Anis et al., 2010). Employee turnover is a significant cost that all organizations bear, and high employee turnover can be significantly detrimental to an organizations health. Recruitment, training, lost productivity and lost sales are very significant costs that are a direct result of employee turnover (Drake Int., 2008). Replacing staff not only has direct financial implications but other significant losses such as loss of key skills, substantial disruption of operations, loss of personnel with knowledge and experience, and the negative effect on workforce morale. For an organization to realize their overall goals, retention of its top performers is paramount, which in turn helps in reducing cost of recruiting and save both time and money. Following are some common methods of retaining talent (Drake Int., 2008; Avey, 1998; Hall, 2005; AICPA, 2009):

a) Top Performer Evaluation and Performance Appraisal

Where an organization pin points its best performers based on numbers, contribution to the work place, office friends testimonials and supervisor remarks. A very structured and holistic performance appraisal will let the organization step back to look at the bigger picture so to speak. Performance appraisals help pick out employee that are assets verses liabilities giving the organization a positive feedback on who to invest on and whom to retrench.

The most challenging aspect of a performance appraisal is measuring the actual performance of the employee. Since the performance is measured by tasks performed, there is a continuous process that must be administered in order to monitor the performances throughout the appraisal cycle.

Thus, it's very important to choose the correct measuring techniques. It's also important to focus on a desired performance (standardized performance) and then compare the desired performance to the actual performance of the employee. All of the planning that goes into the performance appraisal is for the purpose of evaluating employees, providing employees with valuable feedback and creating a positive effect on future performance. Although the process may be tedious, the end result is one of great importance. Some of the positive results of performance appraisals are:

- It encourages employees to perform better in the future
- It presents an opportunity for employees to leverage positive performance for an increase in salary or promotion
- During the appraisal, employees can discuss strengths and weaknesses with a supervisor allowing employees to discuss their personal concerns
- It provides communications between a supervisor and the employee on a regular basis to discuss job duties and issues related to work performance
- It allows employees to identify what skills may be lacking and need to be acquired or improved upon. There are instances when education provided by the company is a necessity to advance success overall
- It holds employees accountable for their job performance, and since the employee knows that an appraisal is coming, the employee has the opportunity to prepare in advance
- It provides the opportunity for managers to explain organizational goals and the ways in which employees can participate to achieve their goals

2.6.4 Reward and Compensation

Employees today are not willing to work only for the cash alone, they expect 'extra'. This extra is known as employee reward and benefits. Also

known as fringe benefits, Employee benefits are non-financial forms of compensation offered in addition to cash salary to enrich workers' lives. Employee benefits are not performance-based, they are membership-based. Workers receive benefits regardless of their performances. Employee benefits as a whole have no direct effect on an employees performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover by employees (DeCenzo & Robbins, 2007).

a) Advantages of Rewards and Compensation

A well designed compensation and reward plan helps to attract, motivate and retain talents in an organization. A well designed compensation & reward plan will benefit both the employer and employees in the following ways.

1. Job satisfaction - employees would be happy with their jobs and would love to work for the organization if they get fair rewards in exchange of their services.

2. Motivation - Every employee has different kinds of needs. Some want money so they work for the organization which gives them higher pay. Some value achievement more than money, they would associate themselves with firms which offer greater chances of promotion, learning and development. A compensation plan that fits the workers' needs is more likely to motivate them to act in the desired way.

3. Low Absenteeism – no one would want to skip the day if they enjoy the office environment and are happy with their salaries and get what they need or want.

4. Low Turnover - employees will not want to work for any other organization if their employer offers them fair rewards. Rewards which they think they deserved.

b) Advantages to Employees

1. Peace of Mind - employers offering several types of insurances for their employees relieves them from certain fears. as a result they would now work with a more relaxed mind.

2. Increases self-confidence- the employees will give their contribution with a higher involvement in the organizations business.

c) Competitive Rewards and Compensation Packages

For high performers it is necessary that an organization take appropriate steps to ensure competitive compensation and benefit packages including salary, bonuses, stock options, and the traditional health insurance and retirement packages.

2.7 Defining Gen Y

Generation Y is the name given to the group of people who were born mainly between the years of 1977 and 1995 (Shaffer, 2008), however the years do vary based on the source consulted. This period is considered important as there was significant economic prosperity, technological advancement and labour force productivity (Jorgenson, 2006). This was the time when the initial growth of the World Wide Web took place hence leading up to a variation of other names for Generation Y like Millennials, Net Gen and iGeneration. While the definition and

time frame of Generation Y is still up for debate the key difference between Gen Y and Gen X are captured in a quote from Armour (2005):

“Unlike the generations that have gone before them, Gen Y has been pampered, nurtured and programmed with a slew of activities since they were toddlers, meaning they are both high-performance and high-maintenance ...They also believe in their own worth”

(pg 89)

2.7.1 Characteristics of Gen Y

There are not many in-depth research about cross generation differences currently in the literature market, however present literatures do provide the characteristics of a typical Gen Y. Gen Y's are typically highly educated with a commonly open minded thinking attitude and most of their achievements are directly contributed (Gen Y believe) to their academic careers (Wong & Wong, 2007 & 2008). Most of Gen Y are technology savvy and will be dissatisfied and unproductive under technologically inferior work environment. Gen Y in professional setting, exhibit self-confidence with high tendencies towards creative and innovative thinking (Shaffer, 2008). They are more prone to sharing of knowledge and lean towards learning in small groups via collaboration. They are eager to contribute their work in any capacity to achieve a larger positive change (Carter & Carter, 2001 & Yuva, 2007). Gen Y like Gen X hold high moral standards and show strong connection to family, community and culture and highly motivated to perusing a more open minded and tolerant surrounding (Wong & Wong, 2007).

One of the biggest problems being faced by many companies is the Gen X-Y vacuum. We are now in the phase where the oldest members of Generation Y are entering the workforce, bringing with them all of the Gen Y attributes. Meanwhile this is also the time where many of the younger Generation X or Baby Boomers generation are retiring at a much older age than their previous generation. So

effectively we have in most senior position, hard core Gen X people who have to deal with a very young and vibrant Gen Y talent pool which directly translate into a very big generation gap. This gives rise to ‘unstoppable force paradox’, example “What happens when an unstoppable force meets an immovable object?” Gen X being ‘immovable object’ and Gen Y being the ‘unstoppable force’. The resulting conflict between two different ways of professional thinking is leading to many new interesting researches into understanding and bridging of the generational gap.

On the positive side, Gen Y traits includes a desire for a work-life balance and an expectation to change jobs more often with both intrinsic as well as extrinsic expectations from their work (Eisner, 2005). Employers are more and more aware of the importance placed on retention of employees. The importance of their employees, which coupled with their ever growing expectations and demands is making retention of employees harder and harder for the employers. According to the prevailing trends in the market most employer alongside with monetary benefits are forced to promise accelerated development programs and fast tracked career opportunities to attract and retain exceptional Gen Y recruits. Other promised compensation come in the form of higher education support, increased yearly leaves, family friendly working hours, better health benefits and flexible working arrangements (Saltzein, Ting & Saltzein, 2001).

If employers cater to the widened expectation of Gen Y the argument for such a tactic will be to attract and retain the desired recruits, thereby developing greater organizational capability. However there are those who are concerned that the actual outcome of such strategies may not increase their capability but will, in fact, will reduce their effectiveness over the long term (Blackman & Lee-Kelley, 2007). (Singh, 2004), whose observations are more relevant in our cultural context, argues that compensation is a behavior aligning mechanism of employees within the business strategy of the firm.

The effects of talent management regardless of generation will depend on the workers response to the prevailing practices within the organization and will move in the direction of the employees perception of said practices (Guest, 2002). This notion is reinforced by the finding (Huselid, 1995) that state outright that the effectiveness of employees will depend how well the talent management practices augment the behavior of their employees. Furthermore (Patterson et, al 1997) research has found that talent management practices have a profound effect on the performance which can be measured in the overall productivity of the company.

2.7.2 The perception of Gen Y on Human Resource Practices Issues at MDeC Berhad

Gen Y at MDeC are the majority employees that consist 62% in all positions. There were a few issues that arose at MDeC Berhad among Gen Y and their employer. The common issue at MDeC Berhad such as opportunities to learn, training and development, opportunities to advance, career development and issues regarding to pay or benefits has always been discussed among employer-employees which is formed by Gen Y. Sources taken from the MDeC Berhad magazine 2nd edition 2013 stated major issues regarding to pay and benefits has always been discussed at top management meetings. This problem had to be given serious attention by the top management of MDeC Berhad since the organization trying more to attract the talented employees to join the organization. However the demand from Gen Y need to be re-looked before any decision is taken by the MDeC management.

‘Management style was among the top motivational characteristics that Gen Y was interested in from an employer. They wanted to be treated on an individual basis and acknowledged, whether it is positive or negative’

(Union Leader at MDeC Berhad, 2012)

“Acknowledgement is important. You are less likely to be motivated to do well if you are not acknowledged, whether you do well or not.”

(Union Member at MDeC Berhad, 2013)

Gen Y needs be motivated through constant rewards and recognitions. “Because of their short term attention span, recognition and rewards must arrive quickly,” (Nagle,1999).

2.8 Summary

If an organization has good human resources practices the effectiveness of their talent management programs will help to build a strong talented employee force at the organization. To develop a strong, reliable and sustainable human resource practices and talent management, the organization needs to first understand the human capital needs of the organization and their targets as set by the organizational leaders. These targets need to be complemented by hiring the right people for the right job at the right time. Training and developing of their talents and pin pointing the potential candidates for leadership roles through strong performance appraisals and rewarding them competitively to retain them in the organization.

CHAPTER 3

METHODOLOGY

3.1 Introduction

The main objectives of this chapter is to present the research design used in this study. The discussion begins with an overview of the research design and the methodology used in this study. Discussion on the population and description of the instrument selected for the data gathering and the procedures used in the study are also outlined in this chapter.

3.2 Conceptual Framework

Based on the variables discussed in chapter 2, there are very important human resources practices aligned with the talent management programme which derives to achieving of the organizational goals. From the literature review there are obvious explanations about the human resource practices and the effectiveness of the talent management programme. According to Safuan Taib (2012) in previous studies at Telekom Malaysia, it points that there is a strong relationship between the human resources practices and the effectiveness of the talent management programme. In addition he highlights that only a few research were conducted regarding the talent management programmes. The conceptual framework for this study were divided into dependent and independent variables that illustrates in figure 1. The objective of this study was to examine the relationship between the human resources practices and the effectiveness of the talent management programme.

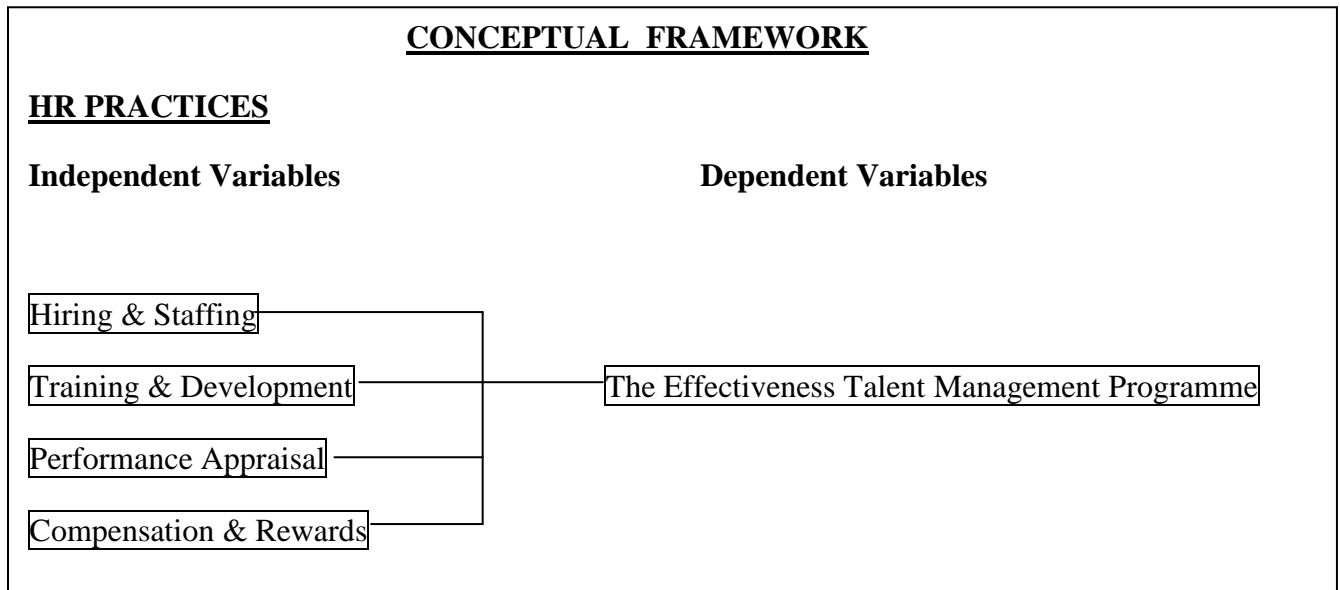


Figure 3.1 : Conceptual Framework

3.3 Hypothesis Development

Hypothesis are single tentative guesses, good hunches—assumed for use in devising theory or planning experiments intended to be given a direct experimental test when possible (Eric Rogers, 1966). A hypothesis is a conjectural statement of the relation between two or more variables (Kerlinger, 1956). Hypothesis is a formal statement that presents the expected relationship between an independent and dependent variable (Creswell, 1994). A research question is essentially a hypothesis asked in the form of a question (Sekaran, 2011).

H1- Staffing and hiring assessment have relationship with the effectiveness of the talent management programme.

H2- Training and development have relationship with the effectiveness of the talent management programme.

H3- Performance appraisals have relationship with the effectiveness of the talent management programme.

H4- Compensation and rewards have relationship with the effectiveness of the talent management programme.

3.4 Research Design

Research Design is a plan for collecting and utilizing data so that the desired information can be obtained with sufficient precision or so that an hypothesis can be tested properly (Sekaran, 2011). Fields surveys is probably the best method available to the social scientist who is interested in collecting data for describing a population too large to observe directly (Babbie, 1995). This is a quantitative research, with a purpose to gain a better understanding of how well the talent management programme are instituted within MDeC Berhad and how these are perceived by Gen Y employees. The quantitative research type is used for this purpose to determine the quantity or extent of some phenomenon in the form of numbers (Zikmund, 2003). The quantitative methods allows statistical analysis that will assure the data gathered are reliable and valid (Ghauri, 2005). By adopting quantitative procedure, scientific and statistical approaches were applied to provide greater accuracy to the conclusions (Reddy et al, 2007). Therefore a questionnaire would be used to obtain detailed information of this study, especially to determine the relationship between independent and dependent variables of this study. This method is handy, characterizes by its wide coverage in terms of outreaching the intended respondents in a relatively shorter time and cost saving. In addition, this kind of research design will be best suited to collect the data since it will give the researcher a chance to collect primary data from the organization.

3.5 Population and Sample

This section explains the population of this study and the sample conducted for this research. The population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran, 2011). The population (N) of this study is as at 01 Jun 2013 is 1,985 (Annual Report, 2013). This population was selected from the permanent and confirmed employees of MDeC Berhad at Headquarters. This population was also selected because they represent 60% of the entire workforce at MDeC Berhad. The ages were selected from the 19-35 years old group to represent Gen Y in this study.

A sample is a subset of the population. Its comprises some members selected from it (Sekaran, 2011). In other words, some, but not all, elements of the population are from the sample (Sekaran, 2011). Sampling process based on the recommendations made by Sekaran (2011), the suggested sample study 1,985 (N) was 270 (n).

3.5.1 Unit of Analysis

The unit of analysis is the major entity that projects or promotes analyzing in the research (Sekaran, 2011). The unit of analysis of this study are the individual workers Gen Y between the ages of 19 – 35 from various departments and multiple positions located at MDeC Berhad Cyberjaya, Wilayah Persekutuan Putrajaya, Malaysia .

3.5.2 Sampling techniques

Sampling tech is the method used in drawing samples from a population usually in such a manner that the sample will facilitate determination of some hypothesis concerning the population (Sekaran, 2011). However, since the sample for this

study are from various divisions/ departments in the organization and are scattered, the researcher has decided to use stratified sampling to gather the data. Stratified sampling is best when the generalizability of the findings of the whole population is the main objective of this study (Sekaran, 2011). Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata (Marto, 2002). The procedure of selecting sample in the population at MDeC Berhad was 1,985 (N). The sample is 270 Gen Y expressed as n. This samples were picked up randomly from the department with multi positions at MDeC Berhad.

3.6 Measurement of Variables

Measurement is collection of quantitative data. A measurement is made by comparing a quantity with a standard unit (Sekaran, 2011). The type of measurement technique that was used in this study is a nominal scale for demographic factor section A and likert scale for section B and section C. Nominal scale was used at the demographic section as the researcher can assign a subject to certain categories or groups such as gender, race and age. Likert scale was used to examine how strongly the respondents agree or disagree with the statement stated (Sekaran, 2011).

3.7 Design of Questionnaire

This study used questionnaires adapted from Safuan Taib (2012) from his previous research at Telekom Malaysia. This questionnaires have 3 parts which are section A, B and C. Nominal scale was used in this questionnaire. Section A comprises of nine questions that will focus on demographic factor such as gender, marital status, age, race, educational background, current position, terms of services and job applying method. The purpose of this section is to understand the

demographic breakdown of the participants. The original reliability value from the adapted research was 0.74.

Section B the questions were on human resource practices which is hiring and staffing, training and development, performance appraisal and compensation and rewards. In this section there were 25 questions and likert scale were used to measure the strength of the answer. The original reliability value from adapted research was 0.82. The sample question for this section were on job applications that was easy to complete and submit (eg1), after training I was entrusted with more tasks and responsibilities (eg2) and my superiors told me what I can do at work to be more successful (eg3).

Section C questions were more on the effectiveness of the talent management programme at MDeC Berhad. This part consist of five question and also used likert scale to measure how strong were the relation between the independent variable (IV) and dependent variable (DV). The original reliability value from adapted research was 0.77. The example of the question for this section was whether the effectiveness of the training and development programs used at MDeC Berhad is very efficient (eg1), the effectiveness performance appraisal process employed at MDeC Berhad is very efficient (eg2), the effectiveness compensation and rewards program implemented at MDeC Berhad is very efficient (eg3). For further overview of the overall questionnaire, please refer attachment or appendix A.

The purpose of this questionnaires is to obtain information which can be analysed and extract the patterns and make a comparison (Bell, 2007). From the human resources practices and effectiveness of the talent management programme dimension, the questionnaire adapted from the research paper study conducted by Mohamad Safuan Bin Haji Mohamad Taib (2012). According to his research paper, the questionnaires adapted from Justin Meier, State University, USA (2010).

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Sekaran, 2011). English was the language used for the questionnaire even though all the participants were Malaysian (preference is mother tongue 'Malay'). However, as they were all educated (have diplomas and above) they were proficient enough in English to meaningfully attempt to take this survey. From the information gathered by the Human Resource Department at MDeC Berhad 52% employees mostly Gen Y were diploma holders and above. Once all the surveys were collected the process of analyzing started. The primary measurement tool is questionnaire. A Likert scale point 1 to 5 is a psychometric scale commonly involved in research that employs questionnaires. Named after its inventor Rensis Likert, it is used in scaling responses where the respondents specify their level of agreement or disagreement on a symmetric agree-disagree scale for a series of statements (Flick, 2006). It is the most widely used approach to scaling responses in research projects (Marshall & Rossman, 2006).

3.8 Data Collection Procedure

The method used to collect the data in this study is through distribution of questionnaires. This questionnaires were distributed to the permanent employees of various departments of MDeC Berhad. All the questionnaires were distributed to the respondents via email. Use of questionnaires is practical, large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost effective way (Joseph, 2004). When data has been quantified, it can be used to compare and contrast other research and may be used to measure change (Sekaran, 2011). As such it is very convenient to communicate, administer, and collect data through emails. In addition distribution through emails enables the researcher to gather data more efficiently therefore reduce the time to administer the survey significantly.

3.9 Pilot Study

A pilot study was conducted in January 2013 to ensure if the reliability of the tool used in this study is within the acceptable range. A pilot, or feasibility study, is a small experiment designed to test logistics and gather information prior to a larger study, in order to improve the latter's quality and efficiency. A pilot study can reveal deficiencies in the design of a proposed experiment or procedure and these can then be addressed before time and resources are expended on large scale studies (Joseph, 2004). A good research strategy requires careful planning and a pilot study will often be a part of this strategy (Sekaran, 2011). This pilot study will help the researcher to make a decision whether it is worthwhile to continue with the research (Ary et al., 1996).

Moreover, the purpose of this study is to test and improve research design, disclose any limitations in the design, obtain valuable insight and check the feasibility of this research before a full-scale research is conducted. The pilot study also will also reveal the sufficiency of this research procedures and the measures that have been selected for the variables in this study (Ary et al., 1996). A total of 100 respondents were identified randomly to carry out this pilot test and were given the questionnaires via email.

From this sampling a total of 70 respondents responded for this pilot study. The hiring and staffing subscale consisted of 7 items ($\alpha = 0.82$), the training and development consisted of 6 items ($\alpha = 0.84$), the performance appraisal consisted of 7 items ($\alpha = 0.91$), the compensation and rewards consisted of 5 items ($\alpha = 0.93$) and the effectiveness of the talent management programme subscale consisted of 5 items ($\alpha = 0.79$). Cronbach's alphas for the independent variables items were .80 and dependent variables items were .72, respectively. As recommended by Sekaran (2011), Cronbranch Alpha of 0.7 and above is considered reliable.

3.10 Technique of Analysis

This study used data analysis which assisted the researcher in summerizing the conclusion of the study. According to Sekaran (2011) the purpose of data screening is to check if the data had been entered correctly, such as out-of-range values and check for univariate outliers, check for multivariate outliers, and deciding how to deal with outliers. Based on the input gathered from the questionnaires, the researcher keys in the data to be analysed by using Statistical Package for Social Science (SPSS Window) version 19.0 for checking if data error occurs. Then the hypothesis test were carried out to make assumption about the data. In contrast, the goal of hypothesis testing is to make a decision about the value of a population parameter based on sample data (Joseph, 2004).

All items and variables were coded and formulated in order to carry out analysis. The purpose of having this test was to help the researcher categorize the suitable items for each dimension of independent variables (IV) such as hiring and staffing, training and development, performance appraisal and rewards and compensations with dependent variables (DV). To determine the consistency of the instruments, the factors extracted from SPSS data will then be tested for its cronbranch alpa value to confirm it's reliability. Subsequently, Regression analysis and correlation and coefficient was used to examine the relationship between independent and dependent variables.

3.10.1 Regression

In statistics, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (Uma Sekaran, 2011). More specifically, regression analysis helps one understand how the typical value

of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed. Most commonly, regression analysis estimates the conditional expectation of the dependent variable given the independent variables – that is the average value of the dependent variable when the independent variables are fixed. Less commonly, the focus is on a quartile, or other location parameter of the conditional distribution of the dependent variable given the independent variables. In all cases, the estimation target is a function of the independent variables called the regression function. In regression analysis, it is also of interest to characterize the variation of the dependent variable around the regression function which can be described by a probability distribution.

3.11 Data Screening

Prior to conducting a statistical analysis, sufficient data screening methods should be used for all research variables to identify miscoded, missing, or otherwise messy data. The primary purpose of these exercises was to demonstrate the role of data screening techniques and their potential to improve the performance of statistical methods. Overall cleaning raw data by determining normality and linearity problems, outlier influences, and missing value presence proved to increase the R squared values if only by very small increments (Sekaran, 2011). In this study, Normality and Linearity test will be performed during data screening procedure.

3.11.1 Linearity

Linearity definition by Edmond (2007) is the amount of error change throughout an instrument's measurement range. Linearity is also the amount of deviation from an instrument's ideal straight-line performance. The linearity of the relationship between independent and dependent variables represent the degree to

which the change in the dependent variables is effect with the independent variables (Hair et al., 1998).

3.11.2 Normality

Normality test is used to determine whether the data set is well- modelled by a normal distribution or not, or to complete how likely an underlying random variable is to be normally distributed. Skewness and Kurtosis test will be used by the researcher to check the normality. If the data are normally distributed than the data points will be close the the diagonal line. As suggested by Hair et al., (1998), this study will use ± 1.96 as the value of Skewness and Kurtosis to check the normality of the data.

3.11.3 Reliability Test

Reliability refers to the consistency of a measure. A test is considered reliable if it gets the same result repeatedly (Uma Sekaran, 2011). Reliability test on the reliability and validity of the questionnaires data was done. Based on Sekaran (2011) the closer Cronbranch's Alpha value to 1, the higher consistency reliability is obtained. What recommended by Bryman & Cramer (2009) of having an alpha value of more than 0.8 in order for the questioannaires to be accepted. However, for explanatory study, an alpha value minimum 0.6 is accepted (Nunnally, 1978) and reliability coefficient of 0.7 and above is considered as good. A measurement by the mean Cronbranch's Alpha value was used to indicate the reliability of the items test included in the questionnaires.

Tables 3.1 show the normality results

IV's and DV's	N	Minimum	Maximum	Mean	Std Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Hiring/ Staffing	270	4.00	5.33	16.52	3.524	-.700	.254	.144	.503
Training/ Development	270	4.17	5.83	17.95	-3.427	.049	.254	-.015	.503
Performance Appraisal	270	4.00	6.00	20.43	2.938	-.289	.254	-.220	.503
Reward/ Compensation	270	3.80	5.40	17.94	3.641	-.019	.254	-.643	.503
Effective TMP	270	4.33	5.33	15.32	1.854	-.015	.254	-.494	.503
Valid N (List wise)	270								

3.12 Conclusion

This chapter describes the research methodology for this study. Both, the research methodology and designs clarified following the research framework and research objectives. Also this chapter explained the various statistical tests that will be used in this study. The tests such as data screening, regression and correlation and coefficient analysis will determine the relationship between independent variables and dependent variable.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter analyses the findings of the research. All the data were analysed using Statistical Package for the Social Sciences (SPSS Version 19.0). Descriptive statistics were used in analyzing the respondents demographics characteristic such as age, gender, marital status, education level, length of service and current position. To determine the existence of any relationship between independent and dependent variables, statistical method Regression analysis was used for this purpose.

4.2 Response Rates

One of the most important factors affecting the response rate was the surveys length. The longer the survey, the lower the response rate may be (Sekaran, 2011). Response rate (*also known as completion rate or return rate*) in the survey research refers to the number of people who answered the survey questionnaire divided by the number of people in the sample. It is usually expressed in the form of a percentage (Marto, 2002). In this study, the researcher had distributed 340 set of questionnaires via email, therefore 298 were returned to the researcher. However 28 set of the questionnaires was rejected due to not being returned or incomplete. Only 270 set of questionnaires was processed and keyed into the SPSS data system. The Sample for this study is by 270 employees.

4.3 Data Input and Coding Process

Data input and coding process is to ensure that all the data gathered is reliable.

The input and coding data is formulated as below.

Table 4.1 Data Input

Total Question	Total Respondent	Total Input Data
25	270	6,750

Table 4.2 Data Coding

Part	Question Number	Coding
A	1-9	Demographic
B	A1-A7	Staffing
	B1-B6	Training
	C1-C7	Performance
	D1-D5	Rewards
C	E1-E5	Effectiveness

4.4 Data Collection Process

Data to test the hypothesis are collected through emails. The sample consist of 340 GenY employees at MDeC Berhad. The questionnaire is used as the main tool to collect the data from the respondents. The advantages of using questionnaires are these tools are relatively low in cost and the closure of the respondents name will lead to more openness and truthful responses (Cermerhorn, 2006). The questionnaires was designed by utilizing five items likert scale format which is 1. Strongly Agree, 2. Agree, 3. Neutral, 4. Disagree, and 5. Strongly Disagree. Likert scales are acknowledged to be one of the most accurate methods of gathering respondents opinions and attitudes on issues related to organizations (Brown, 1996). Respondents are asked to rate a series of statements by marking one of the provided boxes.

The survey questionnaires and the purpose of the study, guaranteeing confidentiality and emphasizing the voluntary nature of the study. To follow ethical guidelines and because of any potential sensitivity of the data collected, the letter stressed that the individual responses would be treated as confidential.

Following ethical guidelines, a letter were sent to the Chief Executive Officer (CEO) of MDeC Berhad, Datuk Mohd Badlisham bin Ghazali to obtain permission before distributing the survey questionnaires. Once permission was obtained, the assistance of the Human Resource Department was sought to distribute the surveys questionnaires to Y Gen at MDeC Berhad. The Human Resource provided the official email of their employees randomly covering the ages between 19-35. Then the researcher forwarded the questionnaires to the identified employees via email. Time taken to complete the surveys was approximately between 5 to 10 minutes.

The surveys questionnaires were distributed to 340 Gen Y employees at MDeC Berhad located at Cyberjaya, Wilayah Persekutuan Putrajaya, Malaysia on March 2013. Researcher distributed the questionnaire to the respondents of various department who were working in different job functions such as support functions (Human Resources, Information Technology, Internal Design and Research & Development department). The respondents were given 1 months to complete the questionnaires and return the questionnaires via email. Out of the 340 sets of questionnaires, 298 were returned. From these 298 sets, 28 of the returned questionnaires were rejected due to incompleteness. The 270 set of questionnaires were used for further analysis. According to the sample determination table provided by Sekaran et al (2009), the appropriate sample size for a population of 1,985 was 270 (n). Hence the responses rate is 70%.

4.5 Data Screening

The purpose of this section is to ensure the gathered data are linear normal and homogenous. To test the linearity, normality test was performed by the researcher by measuring the values of Skewness and Kurtosis.

4.5.1 Data Accuracy

Data accuracy is one of the components of data quality. It refers to whether the data values stored for an object are the correct values (Sekaran, 2011). To be correct, a data value must be the right value and must be represented in a consistent and unambiguous form. In this study all the data entered in the SPSS system version 19.0. The sample size for a population of 1,985 was 270 (n). Hence the response rate was 70%.

4.5.2 Data Missing

Missing data are a common occurrence and can have a significant effect on the conclusions that can be drawn from the data (Sekaran, 2011). Missing data can occur because of non response, no information is provided for several items or no information is provided for a whole unit. In this study there is no data missing occurrences when entering the data. Table 4.3 shows the data missing Statistics.

Table 4.3 Data Missing Statistics

Statistics	Valid	Missing
Hiring and staffing	270	0
Training and development	270	0
Performance Appraisal	270	0
Compensation and rewards	270	0
The effectiveness talent management programme	270	0

4.5.3 Outliers in Univariate and Multivariate Data

A univariate outlier is a data point that consists of an extreme value on one variable. A multivariate outlier is a combination of unusual scores on at least two variables. Both types of outliers can influence the outcome of statistical analyses. Outliers exist for four reasons. Incorrect data entry can cause data to contain extreme cases. A second reason for outliers can be failure to indicate codes for missing values in a dataset. Another possibility is that the case did not come from the intended sample. And finally, the distribution of the sample for specific variables may have a more extreme distribution than normal (Martocchio, 2002). Table 4.4 show the results of univariate and multivariate data.

Table 4.4 Results on univariate and multivariate data

Variable			Univariable	Multivariable
Principle Component	Value			
Hiring and Staffing	61.58	R	-0.128	-0.104
		R ²	0.016	0.011
		P	(0.305)	(0.388)
Training and Development	84.10	R	-0.132	-0.150
		R ²	0.017	0.023
		P	(0.291)	(0.216)
Performance Appraisal	49.11	R	-0.196	-0.124
		R ²	0.038	0.025
		P	(0.214)	(0.125)
Compensation and Rewards	-	R	-0.311	-0.011
		R ²	0.097	0.011
		P	(0.018)	(0.091)
The Effectiveness Talent Management Programme	-	R	-0.014	-0.024
		R ²	0.061	0.044
		P	(0.029)	(0.017)
Total		R ²		0.193*
		P		(0.016)*

4.5.4 Linearity

In common usage, linearity refers to a mathematical relationship or function that can be graphically represented as a straight line, as in two quantities that are directly proportional to each other (Sekaran, 2011). According to SPSS manual book version 19.0 (2010), linearity refers to a function or relationship which can be graphically represented as a straight line, as in two quantities that are directly proportional to each other. The main purpose the Linearity is performed is to determine the linear reportable range for an analytic. Values are plotted as observed values (Y axis) vs. expected values (X axis) (Levy Jennings, 2004). Assessment will be made by evaluating the data and statistics using the following guidelines :

i. **Accuracy And Precision**

The linearity data review for acceptable accuracy and precision. Ideally, endpoint assays should be within 10% of the standard's stated value or peer group comparison value. Coefficient of Variation, which is a measure of precision, and is the standard deviation expressed as a percentage of the mean, ideally should also be less than 10%, or at a minimum.

ii. **Slope And Y-Intercept-** Two key statistical values in determining linearity are slope is equal to 1.0 and acceptable range is 0.9-1.1

iii. **Y-intercept-** The Y-intercept is equal to zero. High numerical values, the Y—intercept may be much higher with no clinical significance (Levy Jennings, 2004).

Table 4.5 shows the linearity and value of Skewness and Kurtosis

		Human Resources Practices (IV)	The Effectiveness Talent Management Programme (DV)
N	Valid	64	64
	Missing	0	0
Skewness		.550	-.977
Std. Error of Skewness		.299	.299
Kurtosis		-.308	-.275
Std. Error of Kurtosis		.590	.590

Table 4.5 shows the linearity and value of Skewness and Kurtosis. From the table, it illustrates that the Skewness and Kurtosis values for all dimension are within ± 1.96 . For human resources practices dimension (IV), the value of Skewness is 0.550 and the value of Kurtosis is -0.308. For the effectiveness of the talent management programme (DV) the value of Skewness -0.977 and the value of Kurtosis are -0.275. Both value fall within the limit and therefore, the data is linearity and normal.

4.5.5 Normality and Homoskedasticity Item

To test the normality of the data, Skewness and Kurtosis values are evaluated. The value for Skewness and Kurtosis must be within ± 1.96 standard deviations from the mean value (Hair et al., 1998). The assumption of homoscedasticity simplifies mathematical and computational treatment (SPSS, 2010). Serious violations in homoscedasticity (assuming a distribution of data is homoscedastic when in actuality it heteroscedastic may result in over estimating the goodness of fit as measured by the Pearson coefficient (Carlos M Jargue & A.K Bera, 1981). Based on table 4.6, shows the normality result.

Table 4.6 Test of Normality Result

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Hiring and Staffing	.053	1382	.000	.986	1382	.000
Training and Development	.420	1491	.000	1.212	1491	.000
Performance Appraisal	.591	1564	.000	1.422	1564	.000
Rewards and Compensation	.41	1241	.000	1.364	1241	.000

Figure 4.1 Homoscedasticity results

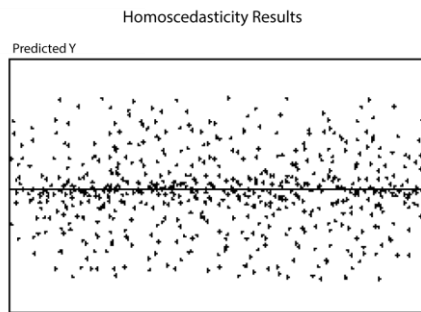


Table 4.7 Homoscedasticity results (z Scores)

	Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation	z Scores
Hiring and Staffing	270	4.00	5.33	4.8426	.41960	8.371
Training and Development	270	4.17	5.83	4.8500	.42517	7.504
Performance Appraisal	270	4.00	6.00	4.9111	.69612	4.181
Rewards and Compensations	270	3.80	5.40	4.5778	.64978	4.582
The Effectiveness Talent Management Programme	270	4.33	5.33	4.7630	.93203	4.037

Based on table 4.6 and 4.7, the normality of the data is in normal shape. It is supported by z Scores of the data that is within the normal range.

4.6 Homogeneity Test

Homogeneity test is performed to determine whether all the data are homogeneous or otherwise. To test the homogeneity, T-test for all variables are performed. Tables below indicate t-test of homogeneity of all variances for both dimensions.

Table 4.8 Means for the Effectiveness Talent Management Programme with gender (N=270)

	Independent Samples Test							
	Levene's Test for Equality of Variances		t-test for Equality of Means					
	F	Sig.	t	Df	Sig. (2-tailed)	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
The Effectiveness TMP								
Equal Variances assumed	1.381	.243	.211	.88	.833	.057	-.012	.126
Equal Variances not assumed			.203	56.715	.840	.060	-.108	.132

Table 4.8 shows that the Levene's test for Equality of Variances that the significance level was at $p=0.243$. Since the p value is larger than 0.05 at 95% confidence interval of the difference, can conclude there is no significant difference in the effectiveness talent management programme in MDeC Berhad based on their genders ($t=.211$, $p = .243$). Gender of MDeC Berhad employees do not have any influence on the effectiveness of the talent management programme. This results show that the data in both dimensions were homogeneous.

4.7 Data Analysis

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to Shamoo & Resnik (2003) various analytic procedures "provide a

way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data”.

4.7.1 Descriptive Data Analysis

Descriptive statistics is the term given to the analysis of data that helps describe, show or summarize data in a meaningful way such that, for example, patterns might emerge from the data (Carlos M Jargue & A K Bera, 1981).

4.8 Respondent Profile

Table 4.9 shows the respondents demographics characteristics

Demographics Characteristics		Frequency	Percentage (%)
Gender	Male	136	50.4
	Female	134	49.6
Age	19 - 25	113	41.9
	26 – 35	157	58.1
Status	Single	110	40.7
	Married	160	59.3
Race	Malay	94	34.8
	Chinese	175	64.8
	Others	1	4
Education	Degree	226	83.7
	Master	1	4
	Others	43	15.9
Lengths Services at MDeC Berhad	Less than 3 years	111	41.1
	4 - 6 years	47	17.4
	7 - 9 years	112	41.5
Positions	Management Trainee	110	40.7
	Junior Executive	46	17
	Executive	114	42.2

The respondent demographic characteristic results was shown in table 4.9. Based on the results the male respondent accounted 136 (50.4%) while female accounted 134 (49.6%). The analysis also showed that 41.9% respondent fall under the age

categories of between 19-25 years old followed by between 26-35 years old with 58.1%. For marital status, 40.7% were single and the rest of 59.3% were married respondents.

The analysis results also showed that 94 respondents which carried 34.8% were Malay respondent, 64.8% equal to 175 respondent were Chinese and other races were 4%. On the education side 83.7% carried 226 respondents were Degree holders, Masters 4% and others carried 15.9%. From years services at MDeC Berhad, the results showed employees serving less than 3 years were 111 respondent (41.1%), 4-6 years were 47 respondents (17.4%) and 7-9 years above were 112 respondents (41.5%). On the position of respondents at MDeC Berhad 40.7% were management trainees (110 respondents), junior executives 17% (46 respondents) and executives level 42.2 % (114 respondents).

4.8.1 Vacancies at MDeC Berhad

MDeC Berhad is always looking out for newcomers especially Gen Y to join their organization. They have used lots of methods to attract this target group. Figure 4.1 explains the contributing factor for seeking vacancies at MDeC Berhad.

Figure 4.2 Contributing factor for seeking employment at MDeC Berhad

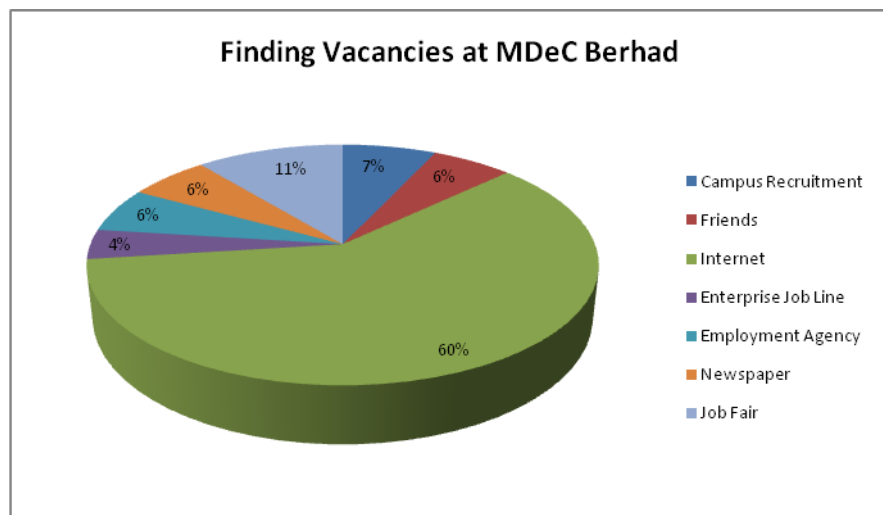


Figure 4.2 explains the contributing factor for people seeking employment at MDeC Berhad. 60% of existing MDeC Berhad employee found their job through the internet followed by 11% from job fairs. 7% respondents found their jobs at MDeC Berhad from campus recruitments and 6% respondents found their jobs through friends and employment agencies or newspaper advertisements. The lowest percentage 4% respondents found their jobs through Enterprise job line channels.

4.8.2 Contributing Factor for Joining MDeC Berhad

MDeC Berhad is a Government Linked Company(GLC) so job security is assured in the organization. Because of this reason so many applications are received by the human resource department from various applicants. Figure 4.2 explains the contributing factor people joining MDeC Berhad.

Figure 4.3 Contributing factor for people joining MDeC Berhad

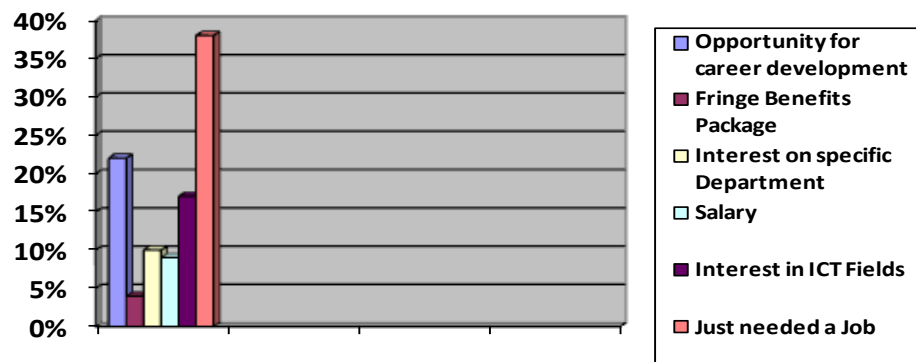


Figure 4.3 explains the contributing factor for people joining MDeC Berhad. The results showed that 38% of existing employees find a job because they need a job for getting an income. 22% respondents choosed MDeC Berhad because they saw

a very good opportunity in this organization, 175 respondents choosed because of their interest in the ICT field, 105 respondents choosed because of their interest in a specific department, 9% respondents choosed because of the salary scale and 4% respondents choosed by considering the good fringe benefit packages offered by this organizations.

4.9 Cronbranch Alpha for Actual Data

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A high value for alpha does not imply that the measure is unidimensional (Sekaran, 2011). Table 4.5 explains about the cronbranch alpha value for actual data.

Table 4.10 shows the Cronbach Alpha value

	Cronbach's Alpha for Pilot Test	Cronbach's Alpha For Actual Data	N of Items
Hiring & Staffing	.814	.886	7
Training & Development	.827	.842	6
Performance Appraisal	.877	.846	7
Rewards & Compensation	.919	.861	5
The Effectiveness Talent Management Programme	.724	.759	5

Table 4.10 shows the cronbranch alpha on actual data value for hiring and staffing is 0.886 and the pilot test value is 0.814. For training and development value is 0.842 and the pilot test value is 0.827. the cronbranch alpha value for performance appraisal is 0.846 and the pilot test value is 0.877. The cronbranch alpha value for rewards and compensation is 0.861 and the pilot test value is 0.919. The cronbranch alpha value for total the effectiveness talent management programme is 0.759 and the pilot test value is 0.724. According to Sekaran the value above 0.7 is reliable.

4.10 Hypothesis Testing

H1a - Staffing and hiring assessment have weak relationship with the effectiveness of the talent management programme. The results of analysis showed that there is a significant relationship between staffing and hiring elements and the effectiveness of the talent management programme. The Pearson correlation value of this variables of $r=0.261$ (table 4.11) and the regression results stated of $r=0.320^a$ (table 4.13). It indicated that the relationship between the two variables is significant. More over 35% (table 4.14) of Gen Y agreed that the hiring and staffing elements practices at MDeC Berhad was moderate. Meanwhile, this two variables have a weak positive relationship. Thus, H1a is significant and accept the null hypothesis.

H2a - Training and development also have a weak relationship with the effectiveness of the talent management programme. The results of the analysis obtained showed that there is significant relationship between training and development elements and the effectiveness of the talent management programme in this study. The Pearson correlation value of these variables of $r= 0.228$ (table 4.11) and the regression results showed of $r=0.324^a$ (table 4.13). More over 37% (table 4.14) of Gen Y agreed that the training and development elements practices at MDeC Berhad was moderate It indicated that the relationship between the two variables have a weak positive relationship. Thus, H2a is significant and accept the null hypothesis.

H3o - Performance appraisal have no relationship with the effectiveness of the talent management programme. The results of the analysis obtained showed that there is no significant relationship between performance appraisal elements and the effectiveness of the talent management programme in this study. The Pearson correlation value of these variables of $r= -0.946$ (table 4.11) and the regression results showed of $r=0.148^a$ ((table 4.13). Moreover only 7% (table

4.14) of Gen Y agreed that the performance appraisal elements practices at MDeC Berhad was good. It indicated that the relationship between the two variables have higher very strong negative relationship. Thus, H3o has no significant and fail to reject the null hypothesis.

H4a - Compensation and rewards have strong relationship with the effectiveness of the talent management programme. The results of the analysis obtained showed that there is significant relationship between compensation and rewards elements and the effectiveness of the talent management programme in this study. The Pearson correlation value of these variables of $r= 0.402$ (table 4.11) and the regression results showed of $r=0.669^a$ (table 4.13). More over 70% (table 4.14) of Gen Y most agreed that the compensation and rewards elements practices at MDeC Berhad was very good. It indicated that the relationship between the two variables have strong positive relationship. Thus, H4a is significant and accept the null hypothesis.

4.10.1 Relationship between Human Resources Practices and The Effectiveness of the Talent Management Programme

This study examines whether there is any significant between independent and dependent variables using Pearson correlations analysis presented in the tables 4.11. It was revealed that there was only positive and significant between the effectiveness of the talent management programme and human resource practices.

Table 4.11 Results of Pearson Correlation Analysis for variables

Value of r	1	2	3	4	5
The Effectiveness Talent Management Programme	1000	0.714	-0.421	0.141	0.521
Staffing and Hiring	0.261	1000	0.841**	0.241	-0.215
Training and Development	0.128	0.645**	1000	0.896**	0.125
Performance Appraisal	-0.946	0.612**	0.612**	1000	0.142**
Compensation and Rewards	0.402**	0.058	0.058	-0.201	1000

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

* Correlation is significant at the 0.05 level (2-tailed)

4.12 Table summary of Pearson Correlation Results

IV	r values	Indicators
Hiring and Staffing	0.261	Week positive relationship
Training and Development	0.228	Week positive relationship
Performance Appraisal	-0.946	Higher very strong negative relationship
Rewards and Compensation	0.402	Strong positive relationship

4.11 Regression Analysis

In statistics, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (Sekaran, 2011).

Table 4.13 Multi Regression Analysis on The Effectiveness Talent Management Programme

The Effectiveness Talent Management Programme	Beta	T	Sig.
Hiring and Staffing	0.401	0.610	0.000**
Training and Development	0.394	0.600	0.000**
Performance Review	0.148	0.027	0.103
Rewards and Compensation	0.669	1.226	0.000**

** p<0.05
 $r^2 = 0.584$ Adjusted $r^2 = 0.561$ r^2 Change = 0.584 F Value = 25.261 Sig. F = 0.000

A total 56.1% of four independent variables (IV) all together explain the variances in the effectiveness talent management programme. 43.9 % explain by other factor. Rewards and compensation seems to have a strong positive and greatest influence on the effectiveness talent management programme with beta value (t=0.669). The hiring and staffing and training and development also has significant influence on the effectiveness talent management programme. Performance appraisal do not individually explain the variance in the effectiveness talent management programme significantly at MDeC Berhad.

Table 4.14 Percentage results on HR practices and the effectiveness of the TMP

Independent Variables (IV)	Dependent Variables	Percentage (%)	Means
Hiring/ Staffing		35%	4.84
Training/ Development	The Effectiveness Talent	37%	4.85
Performance Appraisal	Management Programme	7%	4.91
Rewards/ Compensation		70%	4.57

4.12 Conclusion

This chapter highlighted the results from the data analysis process. In the first process the researcher implemented data screening that employed linearity and normality. This process is followed by reliability test where the researcher examines the value of Cronbranch alpha. Before executing correlation analysis the researcher has performed factor analysis.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter will summaries and discusses the research objectives and the findings based on the data analyzed. The results of regression, correlation, related to the research questions were examined in chapter four to provide a detailed explanation based on the analysis of the research data. At the end of this chapter, recommendations are made to management and human resource practitioners and future research directions are also presented.

5.2 Achieving Research Objectives

In order to see whether the study has achieved its objectives, it is critical to look back and analyze the information and data gathered from the study.

5.2.1 Objective One : To evaluate the human resource management practices perceived by Gen Y employees in MDeC Berhad

The first objective of this study is to evaluate the human resource management practices perceived by Gen Y employees in MDeC Berhad. It was found that the hiring, staffing, training, development, rewards and compensation were the moderate practice at MDeC Berhad. To specify the justification, that hiring, staffing, training, development, rewards and compensation shows there was a moderate positive relationship. The pearson correlation and regression shows a significant positive correlation and is a large number on rewards and compensation compared to two others human resource elements. On the hiring

and staffing flow the MDeC Berhad filtering, only the good candidate with high skills and knowledge will be hired into the organization. MDeC Berhad also focused on talent management programme by providing rewards and incentives to their employees. This supported by 70% Gen Y results was agreed on good rewards provided by MDeC Berhad and was also the highest percentage among the other three human resource practices. Rewards and compensation practices of MDeC Berhad are considered highly good and was playing a significant part in the overall positive perception of MDeC Berhad on effectiveness of talent management programme. An Example of the best packages provided by MDeC Berhad such as a commission payment structure for quarterly performance bonuses, health insurance premiums, guaranteed annual increments for employees who meet standard performance criteria, attendance incentives, time-off rewards packages, employee of the month incentives and recognition via career management promotions.

All the rewards findings have similar results with previous studies made by Mohamad Safuan Bin Haji Mohamad Taib (2012). In the previous research by him on talent management programmes at Telekom Malaysia, he stressed that the organizations policies in terms of rewarding employees for being productive and effective, mostly by taking into consideration the creativity and innovations taken by the employees. Additionally in his research he also mentioned that developing an effective rewards method in order to ensure that the organization offers the best beneficial packages to their employees and encourage them to join and contribute by putting more effort into productivity for achieving organizational goals especially by Gen Y.

Beside good training programmes and career development opportunities the most significant aspect of retention is rewards (Huselid, 1995, Snell & Youndt, 1995 & Becker & Huselid, 1998). Moreover, besides compensation recognition plays an important part in employees job satisfaction. Recognition from managers, team

members, peers, company and even customers enhances job satisfaction and employee retention (Walker, 2001). Rewards and compensation encourage talented employees to contribute more for the organization (Wilson, 2012).

Best practices in design, delivery and execution with the best rewards and compensation incentive forms every aspect of how employees will be recognized and rewarded for their efforts in the organizations success. Best practices in organizations should ensure that there is a clear line in sight between employee performance and pay. Getting incentive compensation right is one of the most potent ways for organizations to align employees talent with organizational objectives and reinforce the value for high performance and productivity.

According to Daiva Baublyte (2010) in his research on exploring the use of talent management in small and medium size enterprises (SMEs), Metropolia University of Applied Sciences and Hogeschool in Holland, highlighted getting the best employees, developing employees at all levels, retaining high-performing employees are the best practices of human resource that should be in the organization. His research also have a same finding on this research about the hiring and staffing, training and development, performance appraisal and rewards and compensation. Successful organizations realize that the only sustainable competitive advantage they have is their people, and they use strategic talent management to maintain this advantage. Talent management isn't going to be a reality in any organization without a solid, well thought out performance management program at heart – and that includes reviews.

A recent survey conducted by SHRM organization on June 2014 indicated that human capital is one of the biggest challenges in the next ten years for businesses. Recruiting and retaining top talent should already be a number one priority of your talent management strategy, however, the challenge will be in adjusting the strategy to accommodate changes in the workforce. The real challenge for the human resource professionals and businesses will be in developing innovative

strategy to meet the new norm of the business world. Unfortunately, in human resource innovation there seems to be a missing skill and questioning long held beliefs in talent management seems to be an even less common skill or practice found in today's human resource departments.

Referring to a study conducted in India titled "To Identify The Training And Development Practices Followed In Organizations: A case study of Birla Cement Works, Rajasthan", it was found that trainees (employees) are aware of the training and development practices followed in the organization and they very well know that the training programs are the tools for their overall development in the organization. Using the training, they also share their knowledge among their colleagues which improves the work culture among the organization. Indirectly it helps a lot on developing talent employees in the organization.

Successful organizations realize that the only sustainable competitive advantage they have is their people, and they use strategic talent management to maintain this advantage. Talent management isn't going to be a reality in any organization without a solid, well thought out performance management program at heart – and that includes reviews.

5.2.2 Objective Two : To determine the effectiveness of the talent management programme perceived by Gen Y employees at MDeC Berhad

The second objective of this study is to determine the effectiveness of the talent management programme perceived by Gen Y employees at MDeC Berhad. However based on the findings and analysis that have been made, the results shows that Gen Y employees at MDeC Berhad feel that the best way of selecting candidate before hiring, providing competent trainings and the good rewards system will boost the desire on the effectiveness of the talent management development. It will encourage them to be more productive and effectively

contribute to the organization. The Gen Y employees seems to be more focused on this reward and compensation factors by getting the best beneficial rewards to develop their talent grooming and have been loyal to their organization. From the previous studies made by Safuan Taib (2012), he stresses that the good rewards system will ensure the effectiveness of the talent management programme in grooming the employees to be loyal to the organization. The better pay scale will also help the positive talent development in the organization and encourage higher motivated employees. Rewards packages attract them to put in more effort in developing their talents for a more positive growth (watson, 2012).

Getting the Best Employees to replace the Gen X position by Gen Y is an easy task as Gen Y are well educated and fast learners. However the Screening process to identify the applicant who can really perform their jobs roles needs serious attention. Regardless of the nature of the organization, it must identify the most important roles in the organization and then recruit, orient, train and organize employees to effectively perform those roles. Developing Employees at All Levels especially on Career Development, Employee Orientation, Leadership Development, Management Development, Personal Development and Supervisory Developments must be carried out properly in order to shape their skill and talent. Development is more than conveying information to employees. It's guiding and supporting them to evolve that information into knowledge that can be applied as skills in order to achieve the goals of the organization and its people in guiding and supporting these people to learn at the same time (Brooklyn, 1999).

5.2.3 Objective Three : To identify the relationship between human resource management practices and the effectiveness of talent management programme at MDeC Berhad on Gen Y employees

The third objective of this study is to identify the relationship between human resource management practices and the effectiveness of talent management

programme at MDeC Berhad on Gen Y employees. The findings shows that there is a relationship between the human resources practices and the effectiveness of the talent management programme. The phrase "Talent Management" traditionally refers to the activities of getting, developing and retaining the best employees. However, the phrase is often used interchangeably with "Human Resources"(Brooklyn, 1999). The results revealed that the four elements which is hiring and staffing, training and development, performance appraisal and compensation and reward have a positive relationship between the effectiveness of the talent management programme. The strongly higher positive relationship was rewards and compensation which carried 70% agreebles by Gen Y. Results showed that only 37% Gen Y were satisfied with the training method. The regression preview showed a weak positive acceptance of the employees as the results was a small number ($r = 0.324$). Training must be carefully planned and executed so as the right information is delivered to the right audience (Hoff, 1970). Evaluating the training programmes effectiveness is a must and one of the methods of finding the effectiveness is to see whether or not the programme is interesting to the people (Kirkpatrick, 2002). One important objective has been to achieve good cost economies while ensuring high-quality training (Watson, 2012). There are five steps on ensuring that the training meets its objectives which is :

- I. Assess training needs in order. The employee training needs may had already been established in the organization's strategic, human resources or individual development plan.
- II. Set organizational training objectives means the ultimate goal is to bridge the gap between current and desired performance through the development of a training program.
- III. Create training action plan in order to ensure the program meets the level of training and participants' learning styles.
- IV. Implement training initiatives during training, participants progress should be monitored to ensure that the program is effective.

- V. Evaluate & revise training which should be continually monitored and the entire program should be evaluated to determine if it was successful and met training objectives.

The results of performance appraisal showed that only 7% Gen Y were satisfied with the performance appraisal mechanism. The regression also showed the negative feedback of Gen Y as the results was a small number ($r = -0.946$). Generally all Gen Y at MDeC Berhad were not satisfied with the method used in the performance appraisal task. Performance appraisal is defined as evaluating an employees current or past performance relative to his or her performance standards. It therefore involves setting a work standard and assessing the employee's actual performance relative those standards. After that providing open, clear and precise feedback to employees should be a must (Dessler, 2002).

Effective performance management requires that the manager should :

- I. Identify the job duties that each employee is expected to accomplish.
- II. Communicate the competencies (job knowledge and job skills) necessary to be successful in a position.
- III. Ensure that employees have the required competencies, or that there is a process and plan by which they can acquire them.
- IV. Provide timely feedback on how effectively employees are applying job knowledge and skills to achieve the goals established for their position.
- V. Reward effective performance.

5.3 Human Resources Practices and The Effectiveness Talent Management Programme

The main purpose of this research was to examine the relationship between the human resources practices and the effectiveness of the talent management programme in MDeC Berhad. The independent variables (four items) and dependent variables and the effectiveness talent management programme

respectively. Pearson Correlation and Regression analysis were conducted to determine the relationship between independent variables and dependent variables understudied.

5.3.1 Recommendation on Hiring and Staffing

From the data derived from the survey about MDeC Berhad hiring and staffing practices it looks like the overall perception of MDeC Berhad was substantially good. This notion is further enforced by the fact that for each question's response's standard deviation is respectively low and nearly consistent across all questions and most respondents responses are close to mean and project a better more accurate perspective of the overall view of each question. On comparing percentage agreement a similar pattern is observed there as well. When comparing the questioner section on hiring and staffing and Effectiveness of the Talent Management programme, people agreed (66.4%, 58.1% & 45.0%), disagreed (6.3%, 11.6 %& 5.8%) and indifferent (27.3%, 30.3% & 49.2%). This similar trend of high agrees and low disagrees mean that there is a general perception that MDeC Berhad overall hiring and staffing practices are good at the organization. However, regression test even though considered significant and is a negative result and $r = 0.320$. As seen above that the hiring and staffing practices of MDeC are good. Based on the survey to do better the 'hiring and staffing practices MDeC should improve:

a) Interview structure

From the research we find that the respondents felt that the interviewers did not ask many questions that were related to the interviewees chosen vocation. From most literature review (George, 2006, Boyce & Neale, 2006, AICPA, 2005) it is suggested that the design of an interview is very important not only for the company to extract the appropriate information but also to create an atmosphere where the potential employee gets to express their

views and skills. Interviewers should not be judgemental, condescending or over powering. A senior person from the field of employee interest must be present and should be the one to ask the questions about the post. Besides asking the mandatory background questions it is essential that an interviewer ask questions regarding the employee's field of work. It should also be understood by the interviewers that they are not there to only to extract and find the negatives in a person, but to find the positive skills, talents and traits.

b) Hiring and Staffing

To conduct productive interviews, an interview panel should receive training at regular intervals so that organizations objectives are met. The panel should have a minimum of three well trained interviewers. One interviewer from Human Resource Department to oversee legality and documentation, second interviewer from the specific field or department looking for recruits and finally the third should possess psychological background. A combined opinion of the three should result in selection of suitable and desirable candidates matching the organizational needs with low failure rates.

5.3.2 Recommendation on Training and Development

From the data derived from the survey about MDeC Berhad training and development practices shows that the overall perception of MDeC Berhad has substantially weak positive relationship. This notion is further enforced by the fact that for each question's response's standard deviation is respectively low and nearly consistent across all questions and meaning that most respondents responses are close, to mean and project a better more accurate perspective of the overall view of each question. On comparing of percentage agreement similar

patterns are observed. When comparing the questionnaires section on training and development' and the effectiveness of the talent management, people agreed (61.8%, 75.6% & 45.0%), disagreed (9.3%, 9.3% & 5.8%) and indifferent (28.9%, 15.1% & 49.2%). This similar trend of high agrees and low disagrees mean that there is a general perception that MDeC overall training and development practices are not so good.

However, when observing the Regression, even though it is considered significant and is a positive line it is still a small number ($r = 0.324$). This means that even though people are unhappy with the training and development practices of MDeC Berhad they believe that it bears a weak relationship to the effectiveness of the talent management of the organization.

As seen above the training and development practices of MDeC Berhad are not very good. Based on the survey to do better the training and development practices MDeC Berhad should improve:

a) Relevance of Training

Training people in the areas they are not interested in or out of their field will usually result in no knowledge gained on their part and loss of money to the organization. Training must be carefully planned and executed so as the right information is delivered to the right audience (Hoff, 1970). A company should select people for training that are related to their fields. Training programmes that are out of field must be available to the employee on request basis.

b) Training should be Interesting

Evaluating the training programmes effectiveness is a must and one of the methods of finding the effectiveness is to see whether the programme is interesting to the people or not (Kirkpatrick, 2002).

Interesting training programmes are more effective than dry and monotonous ones. Interesting training programmes and lecturers hold the attention of the students longer, more information gets absorbed and the organization gets more out of the amount of money spent.

5.3.3 Recommendation on Performance Appraisal

From the data derived from the survey about MDeC Berhad performance appraisal practices overall perception of MDeC Berhad was substantially towards highly very strong negative relationship while comparing percentage agreement similar patterns are observed. When comparing the questionnaire section on performance appraisal and the effectiveness of the talent management programme, people agreed (32.2%, 19.8% & 45.0%), disagreed (27.4%, 46.5% & 5.8%) and indifferent (40.4%, 33.7% & 49.2%). This similar trend of higher disagrees and low agrees mean that there is a general perception that MDeC Berhad overall performance appraisal practices are bad and poor.

However, Regression test shows a significant negative and is a large number ($r = -0.946$). This indicates that performance appraisal plays an important part of the negative perception of the organization and the effectiveness talent management programme.

As seen above that the performance appraisal practices of MDeC Berhad are considered strongly weak. Based on the survey to a better performance appraisal practices MDeC Berhad should improve:

a) Performance Appraisal's transparency

Performance reviews is defined as evaluating an employee's current or past performance relative to his or her performance standards. It therefore involves setting a work standard and assessing the

employee's actual performance relative those standards. After that providing open, clear and precise feedbacks to employees should be a must (Dessler, 2002). Hence motivating people to eliminate performance deficiencies or continue performing above par. If the results of the performance appraisal are not constructively communicated to the employees than no matter how extensive and accurate the reviews are, no positive change will take place in the workplace.

b) Third Party Reviews

In many cases it has been found that a third party audit or reviews are more fruitful than internal audits. Managers usually do not like their departments to have a negative review and will in some way augment negative reports before they reach the senior management. Third party audits are expensive but more objective and can produce great feedback for senior administrative staff (Beattie & Fearnley, 2002). Moreover, third party reviews are able to produce holistic reports of both internal and external perceptions.

5.3.4 Recommendation on Rewards and Compensation

From the data derived from the survey about MDeC Berhad reward and compensation practices it looks like the overall perception of MDeC Berhad was considered substantially strong positive relationship. On comparing percentage agreement the result show that similar patterns exist. When comparing the questionnaire section on reward and compensation and the effectiveness of the talent management programme, people agreed (17.2%, 18.6% & 45.0%), disagreed (57.9%, 62.8 % & 5.8%) and indifferent (24.9%, 18.6% & 49.2%). This similar trend of high disagrees and low agrees mean that there is a general perception that MDeC Berhad overall reward and compensation considerably very good.

However, regression result shows a significant positive and is a large number ($r = 0.402$). Of the four independent variables this is the highest regression. This means that the participants believe that this is the most significant factor contributing to the combined apparent positive perception of the effectiveness of the talent management programme of the organization.

As seen above that the reward and compensation practices of MDeC Berhad are considered highly good and are playing a significant part in the overall positive perception of MDeC Berhad for the effectiveness of the talent management programme. Based on the survey to better the reward and compensation MDeC Berhad can be more improved on:

a) Recognition and Competitive Rewards

One of the key importance of Talent Management is to find why people join companies and how to retain them (Solomon, 1999). Beside good training programmes and career development opportunities the most significant aspect of retention is rewards (Huselid, 1995; Snell & Youndt, 1995, & Becker & Huselid, 1998). Moreover, besides compensation recognition plays an important part in employee's job satisfaction. Recognition from managers, team members, peers, company and even customers enhances job satisfaction and employee retention (Walker, 2001). Rewards and recognition are important for self-importance and self-worth. An employer needs to show to their employees that they value their hard work, dedication and loyalty towards the organization and this reinforces the human nature of man to continue doing well and staying with the organization.

5.3.5 Recommendation on The Effectiveness Talent Management Programme

From the data derived from the survey about MDeC Berhad the effectiveness of the talent management programme and it looks like the overall perception of MDeC Berhad is considered slightly weak. Respondents are negative towards performance appraisal. Training and development rewards and compensation and hiring and staffing is considered good. As the negative aspects of the effectiveness of the talent management is slightly stronger than the positive aspect of the effectiveness of the talent management leaning slightly towards the negative side. The above mentioned recommendation will aid in the bettering of the effectiveness of the talent management programme of MDeC Berhad.

This research and literature review shows that the MDeC Berhad hiring and staffing, training and development and reward and compensation programmes are very strong however they found the performance appraisal to be weak. The MDeC Berhad executive's quote enforces this notion

“Our rewards programmes are fantastic, they are elaborate, extensive and cover countless areas of improvements in monetary and non monetary part, unfortunately our other HR functions are very weak. A lot of talented people come to MDeC then part to find better jobs”.

(Norasikin, 2013)

As there are thousands of people working at MDeC Berhad a strong and reliable system of performance appraisal must be in place, and those people who are found to be proactive, innovative, hardworking and loyal they must be significantly rewarded and recognized. MDeC Berhad must compete with their rewards systems in the local market to retain good employees. This does not mean they

have to have the best reward systems, but they must be at least in the same footing as the other ICT industries in the region in practices due to rewards and compensation.

5.4 Limitations of the Study

There are a few limitations to this study. The major limitation of this study is that most of the surveys were filled by only a few departments of MDeC Berhad. MDeC Berhad is a big company with many departments and only a few of these departments participated in the survey. So it is possible that the data does not reflect the true perception (better or worse) of the talent management programmes. Another limitation is that the number of respondents is quite low and they represent a very large population. The larger the number of participants there are, the representation of the perception of effective talent management practices. However, the parameters of the study made this task difficult.

The Survey was conducted only one way by distributing the questionnaires via email. However if the researcher could have passed the questionnaires direct to the respondent it would have encouraged a better perception about the aim of the research.

5.5 Recommendations

Based on the outcome of this study below are some recommendations for the management or interested parties to enhance the effectiveness of the talent management programme in the organizations settings. In addition, suggestions for future research were also addressed in this section.

5.5.1 Management

Regardless of the nature of the organization, it must identify the most important roles in the organization and then recruit, orient, train and organize people to effectively perform those roles in terms to produce talented employees for the organization. Paying the employee a good salary will help the organization establish suitable policies and procedures for compensating employees and for providing benefits in the most equitable and fair manner. Another recommendation is to ensure the training and development is more than conveying information to employees. It's guiding and supporting them to evolve that information into knowledge that can be applied as skills in order to achieve the goals of the organization and its people and in guiding and supporting these people to learn at the same time.

5.5.2 Future Research

Based on the outcome of this study as well as the information obtained from the literature review. It is recommended that the future research to include other sectors such as public and private. In addition future researchers are recommended to try to get as many different MDeC departments and personnels as possible. This will diversify the range of the responses and should produce a better and more accurate picture of the effectiveness of the talent management programme at MDeC Berhad.

Get the MDeC Berhad Human Resource Department to distribute the online survey from the researcher to the entire company. It must be made Compulsory for all Gen Y employees to fill the online survey questionnaires. This would improve the number of participants significantly which would yield a much better perception of MDeC Berhad and the effectiveness of the talent management programmes. Moreover the online aspect will remove any fear from the

participants, so they can respond more freely and honestly without fear of judgment or retaliation from their superiors.

5.6 Conclusion

In conclusion, this research took an extensive, prolonged and deep look at the human resource practices, evaluated and compared them to the effectiveness of the talent management programmes at MDeC Berhad. A quantitative analysis was done to ascertain the working mechanics of effective talent management programmes being perceived by Gen Y employees. According to the researcher there are four main, central and dominant areas of the effectiveness of the talent management, namely: hiring and staffing, training and development, performance appraisal and finally reward and compensation.

MDeC Berhad's mission and vision statement profoundly aspire to gear and equip themselves towards customer services excellence, improve and advance customer and stake holders lifestyle, ensure elevated value added information, build unblemishing confidence and improve value. To realise and accomplish all this, the human resource department has to play a virtually significant role towards improving the talent pool of the organization and align them to the organizations vision.

Any information gathered from the literature review and data analysis of this research establishes that the performance appraisal aspect of MDeC Berhad are fairly weak. MDeC Berhad is able to source for good candidates and train them well. This may result in the loss of competent and high performing employees to competitors and MDeC Berhad may fall short of their vision and mission. High ranking officials and the human resource department needs to take a precise look of the organizations policies and work towards preparing, organizing and implementing a more competitive package for their employees benefits.

With the planned holistic developments and reinforcements of the current information. communication, technological infrastructures and armed with a strong human capital management program, there is no doubt that MDeC Berhad can position itself to become the largest, prominent and most influential ICT provider in the Southeast Asia and beyond.

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APPENDIX A

MHRM DISSERTATION QUESTIONNAIRE

UNIVERSITY UTARA MALAYSIA CAMPUS KUALA LUMPUR

TARGET AUDIENCE

To be completed by employees of MDeC Berhad who are in 'Gen Y' category (preferably age 20 - 35 years). Participant must have undergone at least one training programme during their service.

SURVEY OVERVIEW

The information that will be gathered through this questionnaire will be used as part of empirical research in the talent management programme of MDeC Berhad. The research is conducted for completion of the Dissertation for the Masters of Human Resource Management programme.

CONFIDENTIALITY

Please note that the responses you provide are completely anonymous and confidential. The research outcomes and report will not include reference to any individual or group. The compiler of the questionnaire will have the sole ownership of the complete questionnaires.

Thank You for your support.

Regards,

Muhammad Firos Bin Mustaffa

SECTION A: Respondent's Profile

This section aims to collect data on employee's demographic profile. Please tick the appropriate box for each question.

1. Gender.

- Male
- Female

2. Marital Status

- Single
- Married

3. Age.

- Under 20 years old
- 20 – 25 years old
- 26 – 30years old
- Over 30 years old

4. Race.

- Malay
- Chinese
- Indian
- Other _____

5. Education achievement (Please tick you highest achievement)

- Degree
- Masters
- PhD
- Others (please specify) _____

6. How long have you been working with MDeC Berhad?

- Less than 3 years
- 4 – 6 years
- 7 – 9 years
- More than 10 years

7. Current position at MDeC Berhad?

- Management Trainee
- Junior Executive
- Executive
- Assistant Manager
- Manager
- Head of Department/ Supervisor
- Other position (specify) _____

8. How did you know about vacancy at MDeC Berhad?

- Campus recruitment or career services
- Job fair
- Newspaper, periodical, or trade journal
- Public library
- Search firm or temporary employment agency

- Enterprise Job line
- Internet advertising (for example Jobstreet.com)
- Friend
- Others(please specify) _____

9. Why did you decide to apply for a job at MDeC Berhad?

- Just needed a job
- Interest in working for the ICT field
- Salary
- Location of position
- Interest in a specific department at MDeC
- Fringe benefits package
- Opportunities for career advancement
- Others(please specify) _____

Section B: Talent Management

This section is to gather information regarding Human Resource Management practices at MDeC Berhad. Please circle the appropriate column

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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A: Hiring / Staffing

Q1	All requirements to successfully complete MDeC Berhad job application were promptly and clearly provided	1	2	3	4	5
Q2	Job application was easy to complete and submit	1	2	3	4	5
Q3	I was timely updated on the status of my job application	1	2	3	4	5
Q4	Human Resource / Hiring personal were very helpful in helping me navigate through the hiring process	1	2	3	4	5
Q5	Information on date, time and location of the interview was timely informed to me	1	2	3	4	5
Q6	Interviewer asked questions that were direct, clear and relevant to the job description	1	2	3	4	5
Q7	Once hired, I was informed on organization polices, my duties, my colleagues and superior as part of induction	1	2	3	4	5

B: Training / Development

Q1	Training is important for a career and it is a mandatory part of MDeC Berhad career development program	1	2	3	4	5
Q2	MDeC Berhad conducts sufficient training for its employees	1	2	3	4	5
Q3	The training that were delivered to MDeC Berhad employees were interesting and well-designed hence positively effecting the learning curve	1	2	3	4	5
Q4	I was given the option by MDeC Berhad to choose which area of my career I want to develop	1	2	3	4	5
Q5	The training I have received was directly in line with my job scope, hence increasing my effectiveness at work	1	2	3	4	5
Q6	After training I was entrusted with more tasks and responsibilities	1	2	3	4	5

C: Performance Appraisal

Q1	MDeC Berhad performance guidelines are well defined and clearly explained	1	2	3	4	5
Q2	The performance appraisal are carried out in the organization in a very professional and non-bias manner	1	2	3	4	5
Q3	The performance review results clearly indicate to me what I should continue to do, start doing or stop doing	1	2	3	4	5
Q4	The appraisal that I have been part of have evaluated my performance with significant accuracy	1	2	3	4	5
Q5	The review takes in consideration not only my daily performance but all new thinking and innovative ideas implemented by me	1	2	3	4	5
Q6	My superiors have told me what I can do at work to be more successful	1	2	3	4	5
Q7	The appraisal carried out at MDeC Berhad, to my knowledge are very effective in advancing ones carrier at MDeC Berhad	1	2	3	4	5

D: Reward / Compensation

Q1	The reward/ compensation of MDeC Berhad is clearly defined to all employees	1	2	3	4	5
Q2	My accomplishments and good work are recognised by the organization	1	2	3	4	5
Q3	At MDeC Berhad, the harder I work and improve my performance, I'm promised good rewards	1	2	3	4	5
Q4	Reward received reflect the quality of my work	1	2	3	4	5
Q5	MDeC Berhad rewards are competitive in the market	1	2	3	4	5

Section C: Overall Evaluation

This section is to gather information on the effectiveness of Human Resource Management practices at MDeC.

Q1	The effectiveness of Hiring / Staffing process employed at MDeC Berhad is very efficient	1	2	3	4	5
Q2	The effectiveness of Training and Development programs used at MDeC Berhad is very efficient	1	2	3	4	5
Q3	The effectiveness of Performance Appraisal process employed at MDeC Berhad is very efficient	1	2	3	4	5
Q4	The effectiveness of Reward / Compensation program implemented at MDeC Berhad is very efficient	1	2	3	4	5
Q5	Effective Talent Management programme and strategies used at MDeC Berhad has, are and will continue to enhance organizational performance	1	2	3	4	5

Thank you for filling out this survey

Your kind responses are invaluable to the completion of my dissertation

APPENDIX B

DEMOGRAPHIC VARIABLES

Demographic Profile of the respondents - Overall

		Statistics						
		Gender	Status	Age	Race	Education	Yearsworked	Position
N	Valid	270	270	270	270	270	270	270
	Missing	2	2	2	2	2	2	2
Percentiles	100	2.0000	2.0000	3.0000	4.0000	4.0000	3.0000	3.0000

Demographic Profile of the respondents - Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	136	50.0	50.4	50.4
	Female	134	49.3	49.6	100.0
	Total	270	99.3	100.0	
Missing	System	2	.7		
Total		272	100.0		

Demographic Profile of the respondents - Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25 Years Old	113	41.5	41.9	41.9
	26-30 Years Old	157	57.7	58.1	100.0
	Total	270	99.3	100.0	
Missing	System	2	.7		
Total		272	100.0		

Demographic Profile of the respondents - Race

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	94	34.6	34.8	34.8
	Chinese	175	64.3	64.8	99.6
	Others	1	.4	.4	100.0
	Total	270	99.3	100.0	
Missing	System	2	.7		
Total		272	100.0		

Demographic Profile of the respondents - Education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	226	83.1	83.7	83.7
	Master	1	.4	.4	84.1
	Others	43	15.8	15.9	100.0
	Total	270	99.3	100.0	
Missing	System	2	.7		
Total		272	100.0		

Demographic Profile of the respondents - Years worked

		Yearsworked			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	111	40.8	41.1	41.1
	4-6 years	47	17.3	17.4	58.5
	7-9 years	112	41.2	41.5	100.0
	Total	270	99.3	100.0	
Missing	System	2	.7		
Total		272	100.0		

Demographic Profile of the respondents - position

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management Trainee	110	40.4	40.7	40.7
	Junior Executive	46	16.9	17.0	57.8
	Executive	114	41.9	42.2	100.0
	Total	270	99.3	100.0	
Missing	System	2	.7		
Total		272	100.0		

APPENDIX C

PILOT STUDY

Reliability Statistic - Hiring/ Staffing Questions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.823	7

Reliability Statistic – Training/ Development Questions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.846	6

Reliability Statistic-Performance Appraisal Questions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.987	.914	7

Reliability Statistic-Reward/ Compensation Questions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
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Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.937	5

Reliability Statistic- The Effectiveness Talent Management Programme Questions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.690	5

APPENDIX D

DATA SCREENING

Data Screening for Hiring and Staffing

Statistics

Hiring/Staffing		
N	Valid	270
	Missing	0
Mean		16.5222
Median		15.0000
Mode		15.00
Std. Deviation		3.52441
Variance		12.421
Skewness		1.022
Std. Error of Skewness		.148
Kurtosis		.837
Std. Error of Kurtosis		.295
Sum		4461.00
Percentiles	25	15.0000
	50	15.0000
	75	19.0000

Data Screening for Training and Development

Statistics

Training/ Development

N	Valid	270
	Missing	0
Mean		17.9519
Median		19.0000
Mode		19.00
Std. Deviation		3.42654
Variance		11.741
Skewness		.402
Std. Error of Skewness		.148
Kurtosis		-.477
Std. Error of Kurtosis		.295
Sum		4847.00
Percentiles	25	15.0000
	50	19.0000
	75	20.0000

Data Screening for Performance Appraisal

Statistics

Performance Appraisal

N	Valid	270
	Missing	0
Mean		20.4296
Median		21.0000
Mode		18.00
Std. Deviation		2.93812
Variance		8.633
Skewness		.533
Std. Error of Skewness		.148
Kurtosis		-1.075
Std. Error of Kurtosis		.295
Sum		5516.00
Percentiles	25	18.0000
	50	21.0000
	75	24.0000

Data Screening for Reward and Compensation

Statistics

Rewards/ Compensation

N	Valid	270
	Missing	0
Mean		15.6630
Median		16.0000
Mode		12.00
Std. Deviation		3.39381
Variance		11.518
Skewness		.080
Std. Error of Skewness		.148
Kurtosis		-1.608
Std. Error of Kurtosis		.295

Sum		4229.00
Percentiles	25	12.0000
	50	16.0000
	75	19.0000

Data Screening for The Effectiveness Talent Management Programme

Statistics

The Effectiveness Talent Management Programme

N	Valid	270
	Missing	0
Mean		15.3234
Median		15.0000
Mode		15.00
Std. Deviation		1.85366
Variance		3.436
Skewness		-.609
Std. Error of Skewness		.149
Kurtosis		1.015
Std. Error of Kurtosis		.296
Sum		4122.00
Percentiles	25	15.0000
	50	15.0000
	75	17.0000

APPENDIX E

FACTOR ANALYSIS RESULTS

Data Input Results

Total Question	Total Respondent	Total Input Data
25	270	6,750

Data Coding Results

Part	Question Number	Coding
A	1-9	Demographic
B	A1-A7	Staffing
	B1-B6	Training
	C1-C7	Performance
	D1-D5	Rewards
C	E1-E5	Effectiveness

Data Missing Results

Statistics	Valid	Mising
Hiring and staffing	270	0
Training and development	270	0
Performance Appraisal	270	0
Compensation and rewards	270	0
The effectiveness talent management programme	270	0

Univariate and Multivariate Results

Variable			Univariable	Multivariable
Principle Component	Value			
Hiring and Staffing	61.58	R	-0.128	-0.104
		R ²	0.016	0.011
		P	(0.305)	(0.388)
Training and Development	84.10	R	-0.132	-0.150
		R ²	0.017	0.023
		P	(0.291)	(0.216)
Performance Appraisal	49.11	R	-0.196	-0.124
		R ²	0.038	0.025
		P	(0.214)	(0.125)
Compensation and Rewards	-	R	-0.311	-0.011
		R ²	0.097	0.011
		P	(0.018)	(0.091)
The Effectiveness Talent Management Programme	-	R	-0.014	-0.024
		R ²	0.061	0.044
		P	(0.029)	(0.017)
Total		R ²		0.193*
		P		(0.016)*

linearity and value of Skewness and Kurtosis Results

		Human Resources Practices (IV)	The Effectiveness Talent Management Programme (DV)
N	Valid	64	64
	Missing	0	0
Skewness		.550	-.977
Std. Error of Skewness		.299	.299
Kurtosis		-.308	-.275
Std. Error of Kurtosis		.590	.590

Test of Normality Results

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Hiring and Staffing	.053	1382	.000	.986	1382	.000
Training and Development	.420	1491	.000	1.212	1491	.000
Performance Appraisal	.591	1564	.000	1.422	1564	.000
Rewards and Compensation	.41	1241	.000	1.364	1241	.000

Homoscedasticity results (Z Scores)

	N	Minimum	Maximum	Mean	Std. Deviation	z Scores
Hiring and Staffing	270	4.00	5.33	4.8426	.41960	8.371
Training and Development	270	4.17	5.83	4.8500	.42517	7.504
Performance Appraisal	270	4.00	6.00	4.9111	.69612	4.181
Rewards and Compensations	270	3.80	5.40	4.5778	.64978	4.582
The Effectiveness Talent Management Programme	270	4.33	5.33	4.7630	.93203	4.037

Means for the Effectiveness Talent Management Programme with gender (N=270)

	Independent Samples Test							
	Levene's Test for Equality of Variances		t-test for Equality of Means					
	F	Sig.	t	Df	Sig. (2-tailed)	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
The Effectiveness TMP								
Equal Variances assumed	1.381	.243	.211	88	.833	.057	-.012	.126
Equal Variances not assumed			.203	56.715	.840	.060	-.108	.132

Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320 ^a	.103	.099	3.34809

a. Predictors: (Constant), The Effectiveness TMP

b. Dependent Variable: Hiring and Staffing

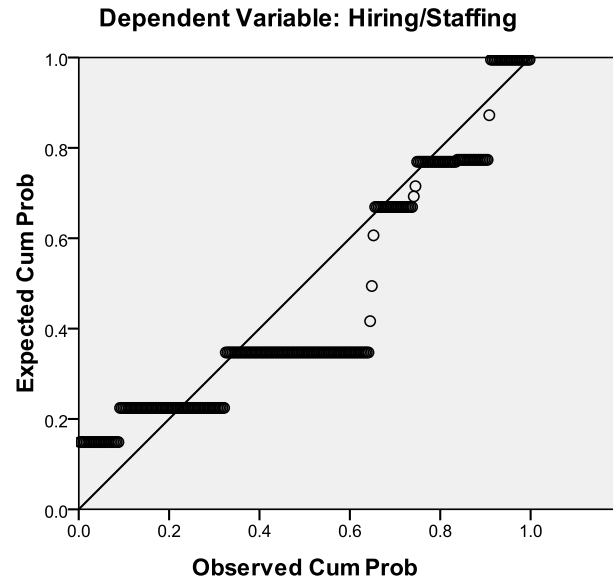
Results for Correlations Coefficients among variables (n=270)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.172	1.703		4.211	.000
	The Effectiveness TMP	.610	.110	.320	5.525	.000

a. Dependent Variable: Hiring and Staffing

Normal P-P Plot of Regression Standardized Residual



Model Summary for (n=270)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.324 ^a	.105	.102	3.25162

a. Predictors: (Constant), The Effectiveness TMP

b. Dependent Variable: Training and Development

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	331.559	1	331.559	31.359	.000 ^a
	Residual	2822.992	267	10.573		
	Total	3154.550	268			

a. Predictors: (Constant), The Effectiveness TMP

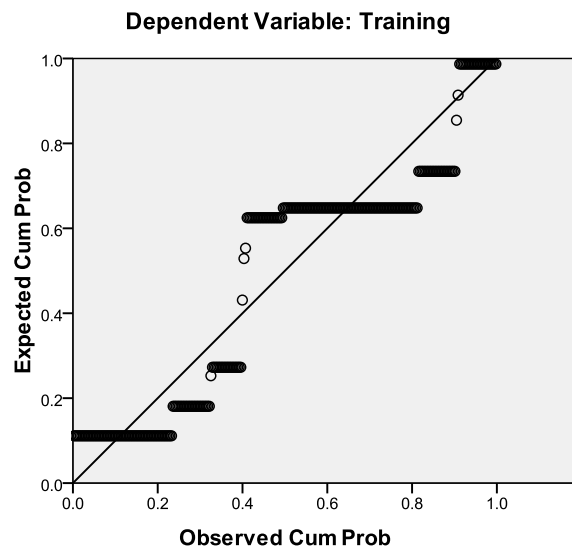
b. Dependent Variable: Training and Development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.764	1.654		5.299	.000
	The Effectiveness TMP	.600	.107	.324	5.600	.000

a. Dependent Variable: Training and Development

Normal P-P Plot of Regression Standardized Residual



Model Summary for (n=270)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.148 ^a	.072	.064	2.23986

a. Predictors: (Constant), The Effectiveness TMP

b. Dependent Variable: Performance Appraisal

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	970.823	1	970.823	193.508	.000 ^a
	Residual	1339.533	267	5.017		
	Total	2310.357	268			

a. Predictors: (Constant), The Effectiveness TMP

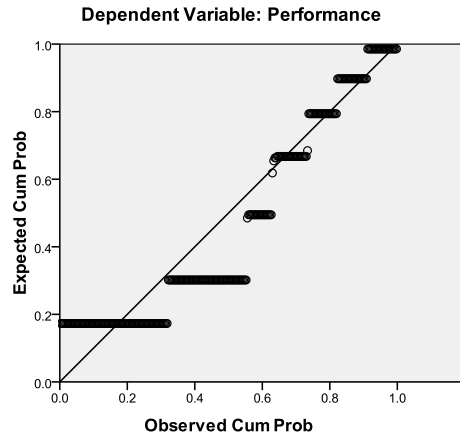
b. Dependent Variable: Performance Appraisal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.709	1.139		4.133	.000
	The Effectiveness TMP	1.027	.074	.648	13.911	.000

a. Dependent Variable: Performance Appraisal

Normal P-P Plot of Regression Standardized Residual



Model Summary for (n=270)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.447	.445	2.53326

a. Predictors: (Constant), Effective TMP

b. Dependent Variable: Reward and Compensation

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1384.446	1	1384.446	215.734	.000 ^a
	Residual	1713.442	267	6.417		
	Total	3097.888	268			

a. Predictors: (Constant), The Effectiveness TMP

b. Dependent Variable: Reward and Compensation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.123	1.288		-2.424	.016
	The Effectiveness	1.226	.083	.669	14.688	.000
	TMP					

a. Dependent Variable: Reward and/ Compensation

APPENDIX F

CORRELATIONS

The linearity and value of Skewness and Kurtosis

	Human Resource Practices (IV)	The Effectiveness Talent Management Programme (DV)
N Valid	64	64
Missing	0	0
Skewness	.550	-.977
Std. Error of Skewness	.299	.299
Kurtosis	-.308	-.275
Std. Error of Kurtosis	.590	.590

Mean, Score and Std Deviation for Variables (N=270)

IV's and DV's	N	Minimum	Maximum	Mean	Std Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Hiring/ Staffing	270	4.00	5.33	4.8426	.41960	-.700	.254	.144	.503
Training/ Development	270	4.17	5.83	4.8500	.42517	.049	.254	-.015	.503
	270	4.00	6.00	4.9111	.69612	-.289	.254	-.220	.503
Performance Appraisal	270	3.80	5.40	4.5778	.64978	-.019	.254	-.643	.503
Reward/ Compensation	270	4.33	5.33	4.7630	.93203	-.015	.254	-.494	.503
	270								
The Effectiveness TMP	270								
Valid N (List wise)									

Mean for The Effectiveness Talent Management Programme with Age Group (N=270)

Descriptives								
	N	Mean	Std Deviation	Std Error	95% Confidence Interval for Mean		Minimum	Maximum
The Effectiveness Talent Management Programme					Lower Bound	Upper Bound		
Under 20 Years old	47	4.62	.248	.064	4.49	4.76	4	5
20-25 Years old	61	4.82	.239	.058	4.70	4.95	4	5
26-30 Years old	49	4.75	.287	.047	4.66	4.85	4	5
30-35 Years old								
Total	113	4.83	.202	.045	4.74	4.93	4	5
	270	4.76	.261	.027	4.71	4.82	4	5

Mean for The Effectiveness Talent Management Programme with Length of Service (N=270)

Descriptives								
	N	Mean	Std Deviation	Std Error	95% Confidence Interval for Mean		Minimum	Maximum
The Effectiveness Talent Management Programme					Lower Bound	Upper Bound		
Less than 3 years	111	4.76	.296	.047	4.66	4.86	4	5
4-6 years	47	4.72	.245	.044	4.63	4.81	4	5
7-9 years	112	4.83	.202	.045	4.74	4.93	4	5
Total	270	4.76	.261	.027	4.71	4.81	4	5

Value of r	1	2	3	4	5
The Effectiveness Talent Management Programme	1000	0.714	-0.421	0.141	0.521
Staffing/ and Hiring	0.261	1000	0.841**	0.241	-0.215
Training and Development	0.128	0.645**	1000	0.896**	0.125
Performance Appraisal	-0.946	0.612**	0.612**	1000	0.142**
Compensation and Rewards	0.402**	0.058	0.058	-0.201	1000

Results of Pearson Correlation Analysis for variables

Regression results on The Effectiveness Talent Management Programme

The Effectiveness Talent Management Programme	Beta	T	Sig.
Hiring and Staffing	0.401	0.610	0.000**
Training and Development	0.394	0.600	0.000**
Performance Review	0.148	0.027	0.103
Rewards and Compensation	0.669	1.226	0.000**

** p<0.05

r² = 0.584 Adjusted r² = 0.561 r² Change = 0.584 F Value = 25.261 Sig. F = 0.000

Percentage Results on The Effectiveness Talent Management Programme

Independent Variables (IV)	Dependent Variables	Percentage (%)	Means
Hiring/ Staffing		35%	4.84
Training/ Development	The Effectiveness Talent	37%	4.85
Performance Appraisal	Management Programme	7%	4.91
Rewards/ Compensation		70%	4.57

Means on The Effectiveness Talent Management Programme

Attributes Of The Effectiveness Talent Management Programme	Means
Hiring and Staffing	4.84
Training and Development	4.85
Performance Appraisal	4.91
Reward/ Compensation	4.57
Overall Average (Mean of Means)	19.17
The Effectiveness Talent Management Programme at MDeC Berhad	4.79