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**THE RELATIONSHIPS BETWEEN MANAGING TALENT  
PRACTICES, KNOWLEDGE MANAGEMENT AND  
ORGANIZATIONAL PERFORMANCE OF MALAYSIAN  
PRIVATE COLLEGES**



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August 2017**

**THE RELATIONSHIPS BETWEEN MANAGING TALENT PRACTICES,  
KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE  
OF MALAYSIAN PRIVATE COLLEGES**



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**Dissertation Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
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OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS  
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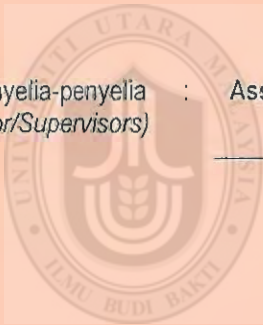
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## ABSTRACT

The purpose of this study was to investigate the organizational performance of private colleges in association with managing talent practices, and to evaluate the mediation role of knowledge management on the relationship between practices of managing talent attraction and recruitment, talent development and talent retention with the organizational performance of private colleges. PLS-SEM technique was deployed to test the hypothesized relationships in the model. A questionnaire was developed with 41 items adapted from previous validated scales. The survey method was used to collect quantitative data for all the variables in the study. The non-probability sampling approach of convenience sampling was utilized. 1300 questionnaires were administered to 260 private colleges in Malaysia. The unit of analysis was at the individual level. Five respondents per college were surveyed and this provided a sample size of 243 representing 49 private colleges. A response rate of 18.7% was achieved. Empirical findings in this study highlighted that managing talent development has a significant positive relationship with the organizational performance of private colleges. Knowledge management has a significant direct positive relationship with the organizational performance of private colleges. The practices of managing talent attraction and recruitment, talent development and talent retention show significant positive influence on knowledge management among private colleges. The mediation effects of knowledge management are statistically significant, and partially mediates the relationship between practices of managing talent attraction and recruitment, talent development and talent retention with respect to the organizational performance of private colleges. The model shows a moderately strong explanatory power, besides making some theoretical and practical contributions.

**Keywords:** managing talent attraction and recruitment, managing talent development, managing talent retention, knowledge management, organizational performance

## ABSTRAK

Kajian ini bertujuan untuk mengkaji prestasi organisasi kolej swasta yang berkaitan dengan amalan pengurusan pekerja yang berbakat. Selain itu, kajian ini juga menilai peranan pengantaraan pengurusan pengetahuan dalam hubungan di antara amalan pengurusan daya tarikan bakat dan pengambilan pekerja yang berbakat, pembangunan pekerja yang berbakat serta pengekalan pekerja berbakat dengan prestasi organisasi kolej swasta. Teknik PLS-SEM dibangunkan untuk menguji hipotesis perhubungan di dalam model. Borang kaji selidik dirangka dengan menggunakan 41 soalan yang diadaptasi daripada skala yang telah disahkan. Data dikumpulkan secara kuantitatif bagi kesemua pembolehubah yang digunakan dalam kajian ini. Persampelan yang tiada kebarangkalian digunakan bagi melengkapkan senarai kesemua unsur-unsur populasi. Sejumlah 1300 borang kaji selidik telah dihantar kepada 260 buah kolej swasta di Malaysia. Unit analisis yang digunakan adalah individu. Sekurang-kurangnya lima orang responden bagi setiap institusi kolej telah diambil dan ini menjadikan saiz sampel sebanyak 243 orang yang mewakili 49 buah kolej swasta. Kadar maklum balas yang diterima ialah 18.7%. Keputusan empirikal kajian ini menunjukkan bahawa pengurusan pembangunan pekerja berbakat mempunyai perhubungan positif yang signifikan dengan prestasi organisasi kolej swasta. Pengurusan pengetahuan mempunyai perhubungan positif yang signifikan terhadap prestasi organisasi kolej swasta. Pengurusan tarikan dan pengambilan pekerja berbakat, pembangunan pekerja berbakat dan pengekalan pekerja berbakat masing-masing meramalkan pengaruh yang positif signifikan terhadap pengurusan pengetahuan. Kesan pengantaraan pengurusan pengetahuan adalah signifikan secara statistik dan sebagai separa pengantaraan menghubungkan pengurusan tarikan dan pengambilan pekerja berbakat, pembangunan pekerja berbakat dan pengekalan pekerja berbakat dengan prestasi organisasi kolej swasta. Model kajian menunjukkan kuasa penjelasan sederhana kuat serta berjaya menyumbang secara teoritikal dan praktikal.

**Kata kunci:** penarikan dan pengambilan pekerja berbakat, pembangunan pekerja berbakat, pengekalan pekerja berbakat, pengurusan pengetahuan, prestasi organisasi



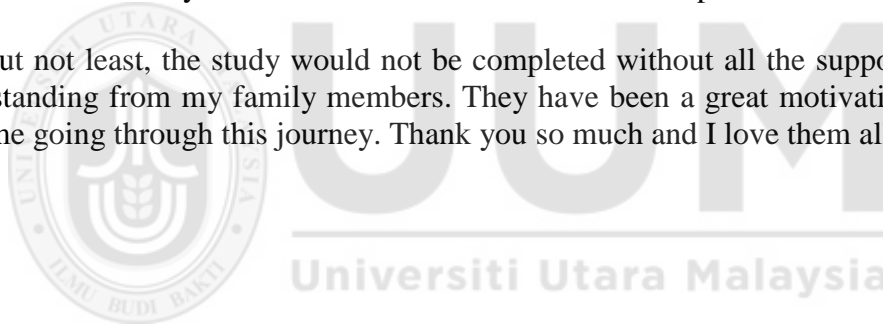
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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Ever since 1990, a sustainable growth in the Malaysian economy has continued to fuel the expansion of private higher education sector in the country (10<sup>th</sup> Malaysia Plan, 2011 – 2015). With the establishment of the Ministry of Higher Education (MOHE) in March, 2004 as a progressive step taken to develop and strengthen the Malaysian higher education sector in tandem with the country's economic growth, the government has finally recognized the contributions of private higher education institutions in meeting the social and economic needs of the country (Tham, 2011; Othman & Othman, 2014). It is also reckoned that the private higher education sector in the country has reached a high-performance level compared to other developing nations (World Bank, 2013). Such an accelerating growth of private higher education in Malaysia has resulted in a diversification of the educational institutions, which is seen in both profit-oriented and non-profit-oriented educational service providers in offering various programs of study using different modes of delivery to meet the changing requirements of the job employment market (Gapragasem, Krishnan & Mansor, 2014).

Alongside the government-supported public institutions, the number of private sector educational organizations has been growing and at the same time, complementing their public counterparts in providing education service to all school-leavers (Malaysia Education Blueprint, 2015 – 2025). Private higher education institutions in Malaysia are therefore an important sub-sector in the higher education industry which is also one of the sectors in the National Key Economic Areas (NKEAs). According to the Economic Transformation Program (ETP) Annual Report 2014, the rise of the private higher



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# UNIVERSITI UTARA MALAYSIA

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## SURVEY QUESTIONNAIRES

### **TOPIC: The Relationships between Managing Talent Practices, Knowledge Management and Organizational Performance of Malaysian Private Colleges**

Dear Participants,

Thank you for taking the time to participate in this study on '*The Relationships between Managing Talent Practices, Knowledge Management and Organizational Performance of Malaysian Private Colleges*'. We would appreciate it very much if you could answer all the questions/statements carefully. The information given by you will influence the accuracy and the success in this study.

All answers will be treated with strictly confidentiality and will be used for the purpose of this study only. If you want to receive the findings of the study, please give us your details (Name, Email and Contact Number). I am happy to give you a summary of the findings of this study.

Thank you for your cooperation.

Yours Sincerely,

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## APPENDICES

This questionnaire is part of the research study on “**The Relationships Between Managing Talent Practices, Knowledge Management and Organizational Performance of Malaysian Private Colleges**”. We are selecting the respondents from all private colleges of Malaysia to make the research findings more conclusive. Your active participation and genuine response will be highly appreciated. All the information to this questionnaire is completely confidential and it will be only used for our research work.

### APPENDIX A: Demographic Information

Please tick ( / ) for the most appropriate responses in respect of the following items.

1. Gender:                      Male (        )                      Female (        )
  
2. Which age categories below you belong to?  
31 to 40 (        )                      41 to 50 (        )  
51 to 60 (        )                      60 and above (        )
  
3. Ethnicity:  
Malay (        ) Chinese (        ) Indian (        ) Others (        )
  
4. Number of years worked in the college?  
Below 3 years (        )                      3 – 5 years (        )  
6 – 10 years (        )                      Over 10 years (        )
  
5. Highest Educational Level:  
Diploma (        )      Master (        )      Others (        )  
Degree (        )      Ph.D./DBA (        )
  
6. Job Status:  
Senior Management (        )                      Professor (        )  
Manager/Asst. Manager (        )                      Dean/Head of Program (        )  
Senior Executive (        )                      Senior Lecturer (        )
  
7. Describe your job role in the college?  
Academics (        )                      Non-Academics (        )  
Academics and Non-Academics (        )

**APPENDIX B: Managing Talent Practices**

Please indicate how strongly you agree or disagree on the statements given on the Likert scale. Indicate by placing a tick ( / ) in the relevant column that best describes your response. Please respond to all of the statements below.

TAR	Managing Talent Attraction and Recruitment	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	The organization prioritizes time to interview potential candidates.					
2	The organization has a good overall knowledge of human resource (HR) recruitment processes.					
3	The organization consistently appoints high calibre employees to key positions.					
4	The organization devotes time to attend to the filling of a vacancy.					
5	The organization ensures that vacancies do not remain open for not more than 6 months.					
TD	Managing Talent Development	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	The organization has a genuine interest to foster the training and development of people.					
2	The organization carries out an objective assessment of individual's development needs.					

TD	Managing Talent Development	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
3	The organization encourages the coaching of staff one-on-one.					
4	The organization provides feedback for staff developmental purposes.					
5	The organization actively creates developmental opportunities for potential employees.					
6	The organization meets with staff for their career planning sessions.					
TR	Managing Talent Retention	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	The organization builds a good working relationship with all employees.					
2	The organization allows flexibility of time for staff to attend to their family matters.					
3	The organization ensures that employees have adequate resources to complete their work.					
4	The organization reduces employees from job stress.					
5	The organization assures that workload is full but not excessive.					
6	The organization makes the effort to be aware of its employees' personal circumstance that might affect their work.					

**APPENDIX C: Knowledge Management**

Please indicate how strongly you agree or disagree on the statements given on the Likert scale. Indicate by placing a tick ( / ) in the relevant column that best describes your response. Please respond to all of the statements below.

KM	Knowledge Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	We explicitly recognise knowledge as a key element in our strategic planning exercise.					
2	We benchmark our organizational knowledge against that our competitors.					
3	We have developed a knowledge strategy that maps knowledge to organizational value creation.					
4	We are able to identify sources of expertise within our organization.					
5	Our employees are valued for their knowledge.					
6	We look for opportunities to learn more about our clients.					
7	We look for opportunities to learn more about educational products.					
8	We look for opportunities to learn more about educational services.					
9	We look for opportunities to learn more about technologies for organizational internal operations.					

KM	Knowledge Management	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
		1	2	3	4	5
10	Our organization encourages the sharing of knowledge among staff.					
11	Our organization encourages the use of knowledge for mutual benefits.					
12	We have effective internal procedures for transferring best practices throughout the organization.					
13	We exploit external sources of knowledge effectively.					
14	Our knowledge management group is a recognised source of value creation within the organization.					

**APPENDIX D: Organizational Performance of Private Colleges**

Please indicate how strongly you agree or disagree on the statements given on the following Likert scale. Indicate by placing a tick ( / ) in the relevant column that best describes your response. Please respond to all of the statements below.

**(1 = Strongly Disagree; 2 = Disagree; 3 = Slightly Disagree; 4 = Neither Agree nor Disagree; 5 = Slightly Agree; 6 = Agree; 7 = Strongly Agree)**

OP	Perceived Performance of Private Colleges	1	2	3	4	5	6	7
1	The organization is capable of reducing costs of operation although its business is fast expanding.							
2	Income growth of the organization is better in comparison to the competitors.							
3	Employees' productivity of the organization is better in comparison to the competitors.							
4	The organization is characterized by the satisfactory profitability level.							
5	The organization has better quality higher educational courses in comparison to the competitors.							
6	The organization provides better quality service in comparison to the competitors.							
7	Satisfaction of clients from the organization is better in comparison to the competitors.							
8	The organization responds quickly to technological changes to meet its business needs.							
9	The organization is capable of solving new problems quickly.							
10	The organization has a good reputation.							