

EXPLORING RECRUITMENT PRACTICES AND TALENT MANAGEMENT AMONG SME MANUFACTURING WORKERS IN SELANGOR

KAMISAH SUPIAN^{1*}, KHAIRUN NATASHA MOHD FAZMI², SHARIFAH HILMI SYED ABDULLAH³,
IDA FARINA MUHAMMAD YUNUS⁴

^{1, 2, 3, 4} Faculty of Business and Accountancy, Universiti Selangor, Malaysia

*Corresponding Author: kamisah@unisel.edu.my

Abstract: With globalisation and uncertainty in the business environment, more and more companies are revolving to their human capital to give them the competitive edge that will sustain their business and improve their bottom line. Talent is managed differently, which depends on the firm-specific knowledge required and utilised by the organisation. Talent is seen as a source of success of the organisation, depending on its managed recruitment practices. The competition for human capital has meant companies have aggressive strategies to recruit top talent. This study is aimed to investigate the recruitment practices and talent management among SME manufacturing workers in Shah Alam, Selangor. Data were collected from 110 manufacturing workers with various backgrounds by distributing questionnaires using a convenient sampling approach. The collected data of 110 were analysed by using the Statistical Package for Social Science (SPSS) software. The findings indicate a significant positive correlation between recruitment practices (i.e., job analysis, recruitment sources, and selection method) and talent management. This research builds a strong basis and foundation for continued exploration to understand the complexity of this area of recruitment practices and talent management.

Keywords: Recruitment practices, Talent management, Manufacturing workers

1. Introduction

Rapid changes in demographics, technology, and globalisation have considerable global implications for work and the worker. In the contemporary world of work, companies must recruit the top talent and inspire as well as enable the employee to apply their full capabilities to their work by competing effectively. To strive for success in the era of globalisation, organisations need to have the potential talent to continue the value creation for business competitiveness. Talent that possesses a high level of commitment and engagement will add value to the organisation. According to Ramli, Isa, Baharin, and Ibrahim (2018), organisations need employees who feel energetic and dedicated, i.e., who have engaged with their work the applicable criteria, and a worker who is fully involved in and enthusiastic about their work.

For companies vying in the global marketplace, getting the right talent in the right place at the right time signifies a significant challenge. The challenge made by this talent paradox was borne out in Deloitte's survey results (2020). As shown in Figure 1, their findings on the three most pressing talent concerns are 41% of the executives named competing for talent globally and in emerging markets, followed by developing leaders and succession

planning at 38%. In addition, despite a weak job market, retaining employees at all levels was a pressing talent concern by 37% of the surveyed executives.

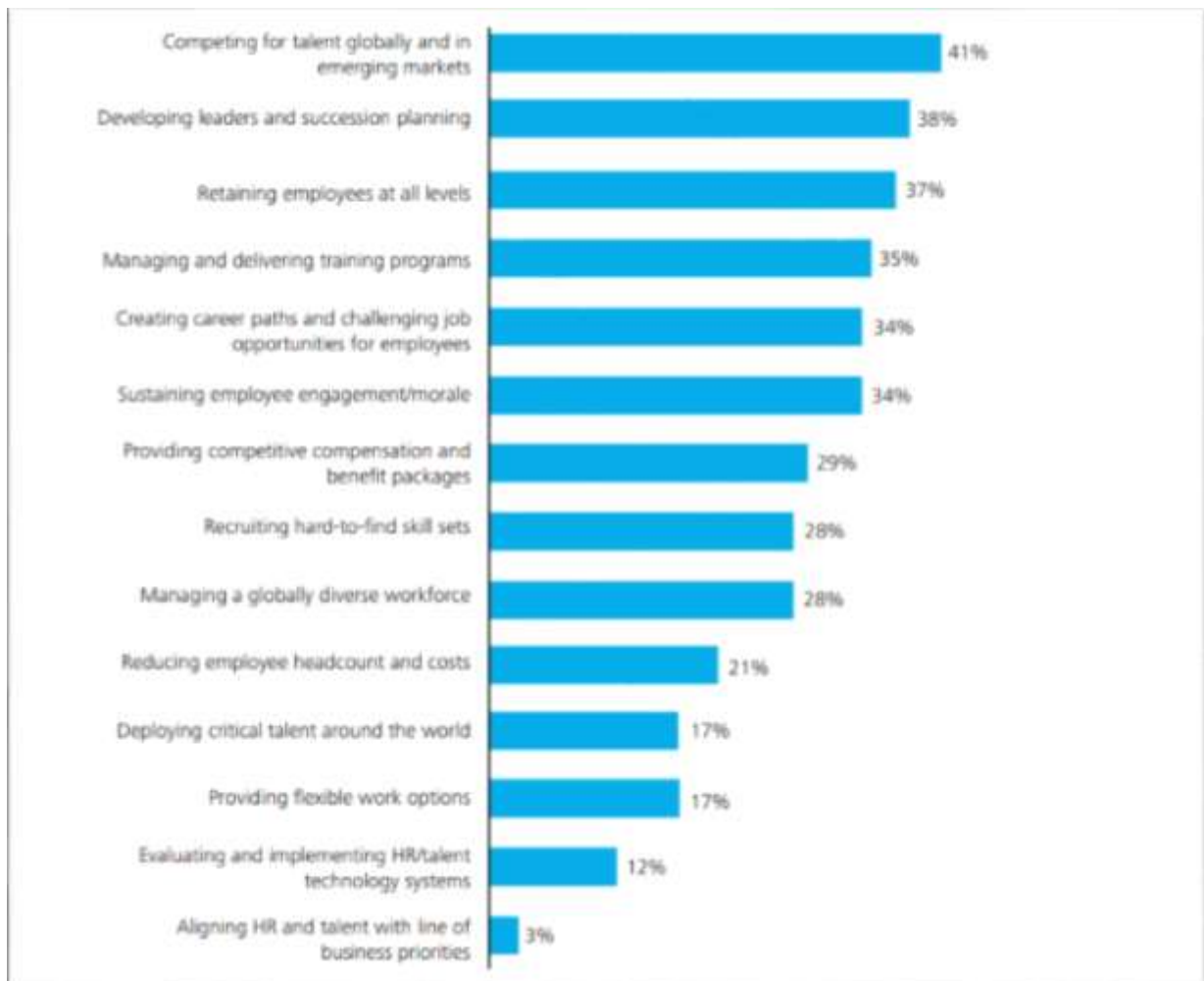


Figure 1. Organisation's Most Pressing Talent Concerns Today (Deloitte, 2020)

Talent pools are explicitly identified related to organisational needs. Hence, this approach is very much related to managerialist and unitarist views where firm performance and the achievement of organisational goals predominate over other stakeholders' interests, motivation, and expectations (Thunnissen, Boselie, & Fruytier, 2013). However, according to Bailey and MacMahon (2018), the decision-making process utilised in identifying talent is varied and can be comprised of deliberative and intuitive styles. On the other hand, the contingency approach can be further complicated when a more pluralist perspective of the workforce is adopted. Thus, adopting the contingency approach to talent recruitment necessitates recognising that several 'talent pools' can exist in an organisation. The talent recruitment practices designed to target these different talent pools must consider the individual and other stakeholders' wide-ranging goals, expectations, and motivations. Therefore, the importance of recruiting is regarded as a logical talent recruitment strategy that fosters organisational evolution and growth (McCracken, Currie, & Harrison, 2016).

2. Research Problem

According to Gallardo-Gallardo, Thunnissen, and Scullion (2020), research in the area of talent management (TM) has increased and become one of the fastest-growing management disciplines over the last decade. Moreover, the majority of research has been undertaken on TM in large multinationals (Krishnan & Scullion, 2017). However, Whysall, Owtram, and Brittain (2019) highlighted that TM research had been criticised for its delay in offering vision and leadership. For example, employee branding is a model of this situation by synthesising marketing principles and recruitment practices with the ultimate objective of strengthening talent attraction to develop a long-term strategy for the awareness, and perception of employees, potential employees, and other related stakeholders. TM can be described as activities and processes involving the systematic attraction, identifying, developing, engaging, retaining, and deploying talent of a particular value to an organisation to create sustainable strategic success (Gallardo-Gallardo et al., 2020). TM investment has been found to have a bearing on organisations, and those with more talent management initiatives appear to be better than their industry peers (Narayanan, Rajithakumar, & Menon, 2019). Thus, organisations must actively manage these multiple identities by consciously presenting different identities for different stakeholders to avoid transforming a talent attraction issue into a talent retention problem (Whysall et al., 2019).

Over the last ten years, companies have tended to respond to rapidly changing demands for resources by “poaching” ready-made competitive talents to meet the immediate needs of talent (Whysall et al., 2019). There is little doubt that the attraction, development and retention of talent was one of the world’s most crucial problems. Gallardo-Gallardo et al. (2020) found that talent issues are a critical topic for many CEOs. Furthermore, TM requires the provision of the right talent, the development of a flexible talent base and meeting the demands of various psychological contracts, a stronger strategy and risk management (Glaister, Karacay, Demirbag, & Tatoglu, 2018). The talents are considered to be unique and strategic resources, which are crucial to achieving sustainable competitive advantages. To capture, leverage, and safeguard these resources, organisations use TM. According to Gallardo-Gallardo et al. (2020), although more comprehensive contextual views are needed for TM research, the context in TM research is still limited, and the TM context often plays a marginal role. Therefore, TM in different contexts has been suggested to be examined (Krishnan & Scullion, 2017). To fill this gap, the current study aims to determine the possible talent management that drives companies to employ the right talent.

3. Literature Review

Talents are one of those buzzwords that get thrown around in the human resource (HR) world. Talents are different from skills and knowledge (Goldstein, Pulakos, Passmore, & Semedo, 2017). Talents are recurring patterns of feeling, thought, and behaviour and come naturally. For example, talents might include innovation, adaptability, persuasion, communication, and teamwork (Table 1). Whereas skills and knowledge represent someone’s past performance, talents represent potential. Hence, HR and business ground breakers that are intentional about considering the talents of their job candidates now can gain major competitive advantages in the future as the behavioural skills gap grows. Businesses can

unchain the potential of their people and make better and more predictive hiring decisions with the right talent assessment in place. Therefore, quantifying someone's talents is a key component to a successful talent acquisition strategy.

Table 1. Definition of Talent

Talent	Definition
Adaptation	Adjusting to changes in the workplace while maintaining a positive demeanour.
Communication	Conveying ideas effectively and identifying messages others are attempting to convey.
Conflict Resolution	Bringing others together to resolve conflict and reconcile differences.
Decision-making	Making high-quality decisions based on limited information.
Embracing Diversity	Understanding others' perspectives and dealing effectively with different types of people.
Execution	Setting goals, monitoring progress, and taking the initiative to improve your work.
Innovation	Generating novel solutions and creative ideas to solve problems.
Managing Others	Taking charge of a group and motivating group members toward common goals.
Persuasion	Convincing others of a direction, activity, or idea and influencing decision-making.
Teamwork	Working effectively with people and cooperating with others.

Source: Lambert (2019)

3.1 Talent Management

Talent management (TM) is becoming increasingly important for organisations in today's increasingly uncertain and competitive economic world. Many CEOs are concerned about challenges relating to talent, and more than 75% of CEOs saw a lack of vital skills and competencies as a major danger to their companies' growth prospects (Gallardo-Gallardo et al., 2020). Organisational performance can be improved by engaging in this activity, which is gaining increasing attention from both practitioners and academics (McCracken et al., 2016).

TalentCorp (Malaysia) refers to TM as a process of identifying and developing potential talent. The term TM can also be defined as a collection of organizationally structured techniques for attracting, developing, deploying, and retaining people, as well as career management to meet future job demands (Bibi, 2019). Moreover, managing people effectively and efficiently has become a priority for organisations in the wake of talent management methods being elaborated as a means of improving competitiveness through the advancement of human resources (Muriithi & Makau, 2017). In addition, the performance of talented employees can help any firm acquire a competitive advantage over its rivals.

Hence, employee attraction requires organisations to think about and devise strategies to address those needs.

3.2 Job Analysis and Talent Management

Job analysis is a process to determine and identify in detail the particular job requirements and duties and the relative importance of these duties for a given job (Chungyalpa & Karishma, 2016). Furthermore, it encompasses the collection of data required to create a job description that will attract the right person to fill the role. Hence, job analysis is a procedure through which it determines the duties and responsibilities, nature of the jobs, and finally, to decide qualifications, skills, and knowledge required for an employee to perform a particular job. Besides, job analysis helps establish the level of experience, qualifications, skills, and knowledge needed to perform a job successfully. In addition, job analysis can be used to identify factors that shape workers' motivation and job satisfaction (Siddique, 2004).

A job analysis study provides a plethora of information that could be used in a workplace to identify continuing education programs, develop model job descriptions, identify compensation systems, develop training programs, and design performance appraisals. According to Waters, Mironova, and Stobinski (2017), job analysis is, for any job role, the competencies a person must have. Therefore, credentialing organisations undertake a job analysis to determine how these areas of competency should be reflected in talent management. Thus, the authors hypothesise that:

H1. Job analysis has a significant relationship with talent management.

3.3 Recruitment Sources and Talent Management

Recruitment is usually referred to as the attraction phase; locating, identifying and attracting the applicants for the employer's open positions and stimulating the interest of potential applicants (Sameen, 2016). The recruitment process differs from one organisation to another. Recruitment can play a pivotally important role in shaping an organisation's effectiveness and performance (Adebola & Banjo, 2017; Sharma, 2020). Human resource management (HRM) is purely responsible for recruiting the employees for the organisation because employees are the foundation of the organisation for generating revenues (Sameen, 2016). Poor analysis of an organisation's need for a suitable candidate can be traced to the recruitment of amiss people, an inadequate talent pool, and inappropriate selection criteria. Effective recruitment practices are an essential function of HRM because of their role in facilitating organisational success and their role in affecting applicants' job choice and, ultimately, an individual's quality of life.

Organisations can adopt different methods of recruitment for selecting people in the organisation. The commonly used sources of job opportunities include newspapers, notice boards, professional journals, university recruitment, agencies, job centre, radio/television/cinema, Internet sites, and job fairs (Sameen, 2016; Adebola & Banjo, 2017). More recently, Web 2.0 and Social Networking Sites are becoming widely used as platform

for recruitment purposes (Ladkin & Buhalis, 2016). With the development of technology, the traditional method of recruitment has evolved to a modern technique or Internet recruitment. According to Ladkin and Buhalis (2016), research into organisational recruitment and the breadth of topics addressed have increased considerably with online recruiting, particularly emerging as a research field in HRM. Kaharuddin, Pangemanan, and Rumokoy (2018) asserted that e-recruitment might be more beneficial rather than traditional recruitment. Yet, traditional recruitment techniques have some aspects that still needed lead to the meaning that this technique has not diminished. Given the above argument, the following hypothesis is proposed:

H2. Recruitment sources have a significant relationship with talent management.

3.4 Selection Method and Talent Management

Selection is a process that is critical for accomplishing any organisational goals. Therefore, it is important to understand that selection is an activity entrusted to the HRM to decide which candidates should be employed. The success of an organisation in this modern business environment depends on the authoritative manpower that steers the organisation's day-to-day affairs. The process of selecting all categories of employees into both private and public companies has been a matter of concern and attention. Adebola and Banjo (2017) defined selection as a process of selecting the right person for the right job from a pool of various candidates who applied for a certain job. Hence, the selection is the process of assessing the suitability of candidates to fill the vacancy (James, Fitzgerald, Fellows, Goodall, Batlle, & Jones, 2019). The process of selection is not alike in all organisations. It can be different in many organisations depending upon the nature of the organisation. Furthermore, selection has become ever more important as organisations increasingly regard their workforce as a source of competitive advantage (Sharma, 2020).

Selection methods in the psychometric or predictivist paradigm use assessment tests of various kinds that are deemed to accurately measure the suitability of candidates and predict their future performance (James et al., 2019). Generally, a wide range of selection methods is used in employee selection, such as screening applications and resumes, reviewing and testing work samples, interviewing, checking references and background. Organisations use these processes to intensify the likelihood of hiring individuals who possess the right skills and abilities to be effective at their jobs (Saviour, Kofi, Yao, & Kafui, 2016). However, according to Djabatey (2012), selecting staff is expensive both in terms of time and money. Therefore, the process must be carried out effectively and efficiently so that the results in the appointment of a person would fit the job being occupied. Based on the above argument, the following hypothesis is proposed:

H3. Selection method has a significant relationship with talent management.

Based on the above argument, a model is formed that relates job analysis, recruitment sources and the selection method on talent qualification. Figure 2 illustrates the conceptual framework of this study.

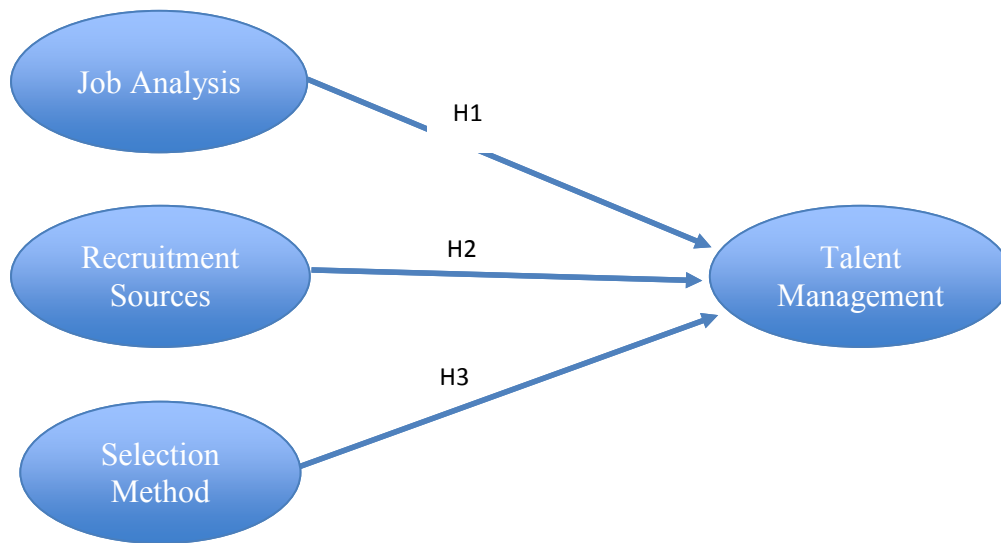


Figure 2. The Proposed Conceptual Framework

4. Methodology

A quantitative research and survey approach was used in this study, which is a descriptive and cross-sectional study. According to Regoniel (2015), quantitative methods are those research methods that use numbers as their basis for making generalisations about a phenomenon. Bryman (2016) defined quantitative research as a research strategy that emphasises quantification in the collection and analysis of data. This research method attempts to examine the answers to the questions starting with how many, how much, to what extent (Rasinger, 2013). The positivistic researchers deem that the social world consists of concrete and unchangeable reality which can be quantified objectively. The positivist model was predominant in social and educational research by giving importance to using systematic observation and standardised tests, experiments, survey data, and statistical analysis (Rahman, 2017). Thus, the quantitative research method was quite powerful.

The survey instrument was mainly aimed at identifying the relationship between recruitment practices and talent management. The selection of the respondents' group was made through convenience sampling. The questionnaires have been distributed to 110 respondents at SME manufacturing companies, which have been chosen randomly. All questionnaires were found to be usable for the analysis, obtaining a 100% of response rate. The questionnaire consists of two parts. A 5-point Likert scale was employed and used to measure all the variables. The respondents of this study were requested to indicate their level of perceptions on a 5-point Likert Scale, ranging from strongly disagree (1) to strongly agree (5). Many previous studies have used the 5-point Likert Scale to measure talent management (Meyers et al., 2020; Bibi, 2019; Chaudhary, 2018). Thus, it is considered a valid and appropriate measurement. The first part consists of 29 items of talent management, job analysis, recruitment sources and selection method. The second part contains demographic background, including gender, age, marital status, level of education, race, income level, position level, and type of employment. The data were collected and analysed using SPSS version 22, and descriptive analyses were conducted to analyse the demographic, and

element of each dimension. Finally, Pearson Correlation was run to determine the relationship between recruitment practices and talent management.

5. Result

5.1 Demographic Analysis

Table 2 shows the demographic characteristics of the respondents, of which 53.6% of them is male, and 46.4% are female. Most of the respondents at the age of 24 to 29 (41.8%), 18 to 23 (40%), 30 to 35 (15.5%) and 36 to 41 (2.7%). 52.7% are single respondents, 43.6% are married and followed by others (3.6%) status. The majority of the respondents are undergraduate holders (52.7%), followed by postgraduate holders (20%), others (16.4%), and advanced level 10.9%. Malay respondents contributed 54.5%, Chinese (24.5%), Indian (16.4%), and others (4.5%). Besides that, most respondents earned between RM2001.00 to RM3000.00, and only 5.5% earned less than RM1000.00. This situation can be explained as most of them are at the age of 18 to 29. The majority of respondents are working as supervisors (40.9%), executives (40%), managers (13.6%), and others (5.5%). Lastly, 87.3% are working as permanent staff, and 12.7% are contract workers.

Table 2. Demographic Characteristic of Respondent (N=110)

Characteristics	Frequency	Percentage(%)	
Gender	Male	59	53.6
	Female	51	46.4
Age	18 to 23	44	40.0
	24 to 29	46	41.8
	30 to 35	17	15.5
	36 to 41	3	2.7
Status	Single	58	52.7
	Married	48	43.6
	Others	4	3.6
Education Level	Undergraduate	58	52.7
	Postgraduate	22	20.0
	Advanced Level	12	10.9
	Others	18	16.4
Race	Malay	60	54.5
	Chinese	27	24.5
	Indian	18	16.4
	Others	5	4.5
Income Level	Below RM1000	6	5.5
	RM1001 – RM1500	12	10.9
	RM1501 – RM2000	13	11.8
	RM2001 – RM3000	49	44.5
	RM3001 – RM4000	19	17.3
	RM4001 and above	11	10.0
Position Level	Manager	15	13.6
	Supervisor	42	40.9
	Executive	47	40.0
	Others	6	5.5
Type of Employment	Permanent	96	87.3
	Contract	14	12.7

5.2 Item of Job Analysis

Table 3 shows the items of job analysis, and the respondents were asked on a 5-point Likert scale of five questions. The overall items indicate the job analysis in the average range of 3.78 to 4.10. The respondents agreed that talent qualification is influenced by job analysis, including job analysis was conducted for each position, the job description is clearly defined, ability to work productively with others, knowledge of other fields or disciplines and ability to present products, ideas or reports to an audience (M – 4.00, SD – 0.717; M – 4.10, SD – 0.558; M – 3.90, SD – 0.741; M – 3.78, SD – 0.882; M – 3.91, SD – 0.852) respectively. From the above, job analysis is a crucial element to ensure the company will be hiring the right talent for the right position in the company.

Table 3. Items of Job Analysis

Items	N	Mean	Std. Deviation
1. Job analysis was conducted for each position	110	4.00	0.717
2. Job descriptions are clearly defined	110	4.10	0.558
3. Ability to work productively with others	110	3.90	0.741
4. Knowledge of other fields or disciplines	110	3.78	0.882
5. Ability to present products, ideas or reports to an audience	110	3.91	0.852

5.3 Item of Recruitment Sources

Eight questions in Table 4 were asked on 5-point Likert scales to measure the recruitment sources. The overall statement shows that the average of recruitment sources is in the range of 2.955 to 4.191. The respondents mostly agreed that the recruitment sources obtained from job fairs (M - 4.191, SD – 0.9335). In-house (internal recruitment) is one way for the companies to hire or promote talent management (M - 3.655, SD – 0.8288). It is followed by telephone, employee referrals, door-to-door, employee agents, newspaper advertisement and TV advertisement (M - 3.545, SD – 0.9920; M - 3.482, SD – 0.9060; M - 3.345, SD – 0.8288; M - 3.236, SD – 1.0310; M - 3.191, SD – 1.3028 and M - 2.955, SD – 1.1364) respectively. Hence, job fairs are vital for companies to recruit and hire new talent that fits the position offered.

Table 4. Items of Recruitment Sources

Items	N	Mean	Std. Deviation
1. Employee Agents	110	3.236	1.0310
2. Employee referrals	110	3.482	0.9060
3. Door to door	110	3.345	0.8288
4. In-house (internal recruitment)	110	3.655	0.8288
5. Telephone	110	3.545	0.9920
6. TV Advertisement	110	2.955	1.1364
7. Newspaper advertisement	110	3.191	1.3028
8. Job fairs	110	4.191	0.9335

5.4 Item of Selection Method

Six questions of the selection method were asked on the 5-point Likert scale. The findings in Table 5 exhibit the items of selection methods that affect talent management. The overall items show that social influence significantly impacts talent management, which is in the average range of 3.118 to 4.200. Selection methods such as application, one-to-one interview, panel interview, skilled or knowledge test, psychometric test and assessment centers are the tools used to find the right talents. The one-to-one interview is the most common selection method (M – 4.200, SD – 0.7395).

Application form and assessment centres are other companies' methods of hiring new talent (M – 0.7395, SD – 0.8221; M – 4.036, SD – 0.9079). The panel interview, skilled and knowledge test, and psychometric test also play a significant influence on talent management (M – 3.709, SD – 0.9986; M – 3.691, SD – 0.9649; M – 3.118, SD – 0.9358). It indicates that the stated selection methods are the tools used in the selection process to obtain the right candidates.

Table 5. Items of Selection Method

Items	N	Mean	Std. Deviation
1. Application form	110	4.055	0.8221
2. One-to-one interview	110	4.200	0.7395
3. Panel interview	110	3.709	0.9986
4. Skilled or knowledge test	110	3.691	0.9649
5. Psychometric test	110	3.118	0.9358
6. Assessment centres	110	4.036	0.9079

5.5 Item of Talent Management

The findings in Table 6 shows the items of talent management.

Table 6. Items of Talent Management

Items	N	Mean	Std. Deviation
1. Need to gather more expertise	110	3.973	0.7098
2. Need to gather more job experience	110	4.136	0.6837
3. Need improvement in educational qualification	110	3.973	0.7476
4. Need improvement in various test scores	110	3.655	0.7349
5. Communication skills	110	4.155	0.7565
6. Technology skills	110	4.182	0.8035
7. Problem-solving skills	110	4.136	0.7720
8. Ability to follow instruction	110	4.327	0.6224
9. Leadership / motivational skills	110	4.109	0.7704
10. Teamwork skills	110	4.518	0.7004

Ten questions of talent management were asked on 5-point Likert scales. The overall items denote talent management in the average range of 3.655 to 4.518. The respondents were prone to have skills including teamwork skills, ability to follow instruction, technology skills, communication skills, problem-solving skills and leadership/motivational skills in their talent management (M - 4.518, SD – 0.7004; M - 4.327, SD – 0.6224; M - 4.182, SD – 0.8035;

M - 4.155, SD – 0.7565; M - 4.136, SD – 0.7720) respectively. In addition, the respondents believed that talent management needs to gather more job experience and expertise (M - 4.136, SD – 0.6837; M - 3.973, SD – 0.7098), respectively. Improvement in educational qualification and improvement in various test scores (M - 3.973, SD – 0.7476; M - 3.655, SD – 0.7349) is also crucial as information in talent management. Thus, recruitment practices influence talent management, including job analysis, recruitment sources, and selection methods.

5.6 Pearson Correlation Analysis

To understand the correlation between recruitment practices and talent management, the Pearson correlation coefficients were calculated. A Pearson correlation coefficient test was performed to analyse the relationship between the variables. A rule of thumb by Schober, Boer, and Schwarte (2018) was used as a guideline to interpreting the strength of these relationships, as presented in Table 7.

Table 7. Pearson Correlation Coefficient Rule of Thumb

Observed Correlation Coefficient	Interpretation
0.00–0.10	Negligible correlation
0.10–0.39	Weak correlation
0.40–0.69	Moderate correlation
0.70–0.89	Strong correlation
0.90–1.00	Very strong correlation

Source: Schober *et al.* (2018)

Tables 8 shows the results of this correlation test in terms of job analysis, recruitment sources and selection methods. The results show a significant positive correlation between job analysis and talent management ($P < 0.000$), recruitment sources and talent management ($P < 0.001$), and selection method and talent management ($P < 0.000$). Job analysis and selection method have a moderate positive correlation. At the same time, recruitment sources have a weak positive correlation.

Table 8. Pearson Correlation Results of Talent Management

Predictors	Correlation	P-value
Job Analysis (JA)	0.551	0.000**
Recruitment Sources (RS)	0.308	0.001**
Selection Method (SM)	0.489	0.000**

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

6. Discussion

The findings of this study indicate that a significant correlation between recruitment practices (i.e., job analysis, recruitment sources and selection methods) and talent management among the workers in Shah Alam. The researchers believed that the respondents knew about the needs of talent management. According to the results of the Pearson Correlation, recruitment practices (i.e., job analysis, recruitment sources and selection methods) were found to have a significant positive correlation with talent management. This is illustrated by the results at P-value of 0.000 is less than 0.05 and 0.01

(95% and 99% significance levels). The research rejected the null hypothesis that there is no significant correlation between recruitment practices and talent management. Therefore, the research accepted the alternative hypothesis that there is a significant correlation between recruitment practices and employee performance. These research findings are consistent with the study done by Adebola and Banjo (2017) and Saviour et al. (2016). Previous studies by Stewart and Knowles (2008) indicate that large organisations now termed that as the acquisition of relevant skills through effective recruitment and selection process. While Armstrong (2008) found that if the recruitment and selection process is not compromised, an organisation can procure employees committed to the organisation's ideas.

Managing talent is one of the essential tactics for ensuring that leaders are properly trained and then assigned to the appropriate locations with the appropriate teams as required (Harun, Mahmood, & Othman, 2019). In addition, managers are responsible for selecting and placing employees in culturally and chronologically appropriate positions. According to Schiemann (2014), TM's primary goal and effort are to find, develop, and wisely exploit exceptional qualities and a high potential for long-term optimum corporate and individual benefits. For this research, it has been determined that TM is a technique to recruit, retain, and develop personnel to satisfy the organisation's current and future demands. This is in line with the opinion of Shaikh, Tunio, and Shah (2017) that the performance of talented employees is conceivable for all firms to achieve gain over other competitors.

This study also indicates that recruitment practices (i.e., job analysis, recruitment sources and selection methods) are a critical component of the HRM function since they will significantly correlate with talent management. Job analysis paves the path for making judgements about the actions, tasks, behaviours, and performance requirements associated with a given job. Aside from that, a job analysis identifies the human attributes required to accomplish the required job duties, including aptitudes and physical characteristics as well as personality traits and talents. Job analysis also determines the job's core tasks. Companies utilise this data to hire and recruit new staff after processing it. When it comes to selection and promotion exams, job analysis is a critical component. This study agrees with various strategic plans for all industries that have recommended that internal and external employee recruitment and selection be made on merit. Hence, recruitment and selection play a critical role in luring bright people to small and medium-sized manufacturing firms.

A key component of any organisation's recruitment and selection methods is job analysis (Ashraf, 2017). Research shows that finding the right person for the job is critical, and job analysis plays a significant role in that process. The quality of its staff heavily influences institutional performance, so finding the right people to work there is critical if those institutions are to reach their objectives. Besides that, as the level of competition among businesses rises, finding and retaining highly qualified employees becomes even more critical. Not only do companies have to look for new employees, but they also need to keep the ones they already have. Furthermore, the recruitment and selection process is currently undergoing radical transformations as a result of technological advancements and shifts in strategic vision. Recruitment and selection strategies have developed to a new level, with the onus now being on the companies to market themselves, attract and retain top talents.

We are at the beginning of the Fourth Industrial Revolution in the digital economy, which has fast brought us into scientific advancements such as nanotechnology, robotics, machine learning, and artificial intelligence. These all range up and nearly act as a supplement to one another. Artificial Intelligence (AI) appears to be attracting the HR and Recruitment industries like a blizzard. In addition, various software and information system advancements, including internet-based technologies, have enabled previously unimaginable new possibilities. These technical solutions are increasingly being adopted and utilised by businesses. Internet-based solutions will play an increasingly important part in the recruitment and selection process in the future.

Up to 60% of Malaysia's GDP is expected to come from digital trade by 2022 (Chellam, 2020). Sudev Bangah, managing director of International Data Corp Asean, said to Chellam (2020) that "As the country moves towards digital transformation, its ideals have paved the way for more IT spending. Data centre services, cloud computing, data analytics and mobile tech have become mainstream, and Malaysia is finding itself in an exploratory world of technology." However, he also asserted that more than 87% of Malaysian companies lack the 'ready talent' needed to compete in the digital economy. When it comes to being digitally ready for the workplace, the ability of an employee to create, access, and maintain a personal mental library is becoming increasingly vital. Therefore, to be competitive in today's global economy, a company must look back at previous approaches to TM and consider the current strategy. In addition, HR departments must become trusted drivers and advisers on digital transformation if they are to make significant success by leveraging talent processes.

To cater to the TM issues, Malaysia established a Critical Skills Monitoring Committee (CSC) in 2014 to identify critical skills gaps in vital sectors through an annual Critical Occupations List (COL). The Critical Occupations List (COL) is a list of high-demand occupations in Malaysia that reveals a skills gap across 18 different economic sectors. A key goal is to improve the coordination of human capital policies in order to attract, develop, and keep the best employees. In addition, a comprehensive map of Malaysia's most sought-after current and future talents and talent for the Industrial Revolution (IR) 4.0 will be created by COL as it expands.

7. Conclusion

There is a significant correlation between recruitment practices (i.e., job analysis, recruitment sources, and selection methods) and talent management. This study suggests that a good recruitment practice will bring about workers with the right required skills that will fulfil the needs and desires of their customers and clients. The research emphasises the right recruitment practices be put in place and must be objective as much as possible in the right person selection that will get the results needed to attain the organisation's objectives. It is suggested that there should be consistency in the recruitment and selection policy adopted by the organisation. In addition, job specifications should be developed and strictly adhered to during the recruitment and selection process. Professional interview panels in the selection process that will not be biased must be adopted to avoid godfatherism. Future researchers who would like to do similar research with this research recommend doing it on a broader population.

All researches have their limitations. This one is not an exception, and it carries some limitations. The data could not be collected from sufficient populations, and convenient sampling was used. Therefore, the finding of this study cannot be generalised to a larger population. Thus, other researchers should do further study to provide more reliable findings through a larger sample using random sampling techniques. To have more accurate findings, future scholars should stratify organisations according to their size and industry and then select the sample. Undoubtedly, recruitment practices and talent management are important strategies for all organisations to enhance their competitive positions.

References

- Adebola, B. Y., & Banjo, A. K. (2017). Recruitment and selection procedures and their relative effectiveness on employee's performance in the hospitality industry in Ogun state. *International Journal of the Guild of Contemporary Academic Researchers*, 2(2), 55–62.
- Armstrong, M. (2008). *Human Resources Management* (10th Ed.). London: Kogan Page.
- Ashraf, J. (2017). Examining the public sector recruitment and selection in relation to job analysis in Pakistan. *Cogent Social Sciences*, 3(1), 1–11.
- Bailey, A., & MacMahon, C. (2018). Exploring talent identification and recruitment at circus arts training and performance organisations. *High Ability Studies*, 29(2), 213–240.
- Bibi, M. (2019). Impact of talent management practices on employee performance: an empirical study among healthcare employees. *SEISENSE Journal of Management*, 2(1), 22–32.
- Bryman, A. (2016). *Social research methods* (5th Ed.) New York: Oxford University Press.
- Chaudhary, R. (2018). Can green human resource management attract young talent? An empirical analysis. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 6(3), 305–319.
- Chellam, R. (2020, March 20). *Econ 4.0: Trying times for talent?* The Edge Malaysia. <https://www.theedgemarkets.com/article/econ-40-trying-times-talent>
- Chungyalpa, W., & Karishma, T. (2016). Best Practices and Emerging Trends in Recruitment and Selection. *Journal of Entrepreneurship & Organization Management*, 05(02).
- Deloitte (2020). *Talent Edge 2020: Blueprints for new normal*. https://www2.deloitte.com/content/dam/insights/us/articles/talent-edge-2020-blueprints-for-the-new-normal/DUP100_TalentEdge2020_Blueprints_For_New_Normal.pdf
- Djabatey, E.N. (2012). *Recruitment and selection practices of organisation*. A case study of HFC bank (GH) Ltd.
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: context matters. *International Journal of Human Resource Management*, 31(4), 457–473.
- Glaister, A. J., Karacay, G., Demirbag, M., & Tatoglu, E. (2018). HRM and performance—The role of talent management as a transmission mechanism in an emerging market context. *Human Resource Management Journal*, 28(1), 148–166.
- Goldstein, H. W., Pulakos, E. D., Passmore, J., & Semedo, C. (2017). *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection and Employee Retention*. In *The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection and Employee Retention*.

- Harun, N. H., Mahmood, N. H. N., & Othman, S. A. (2019). The Effectiveness of Talent Management Practice among Teachers in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(6), 1104–1120.
- James, C., Fitzgerald, S., Fellows, T., Goodall, J., Batlle, I. C., & Jones, J. (2019). Primary school headteacher recruitment and selection in England: the processes and the problematic aspects. *School Leadership and Management*, 39(5), 478–495.
- Kaharuddin, I. W., Pangemanan, S. S., & Rumokoy, F. S. (2018). Analyzing Employees' Perception of Traditional and Modern Recruitment. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 6(4), 3583–3592.
- Krishnan, T. N., & Scullion, H. (2017). Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*, 27(3), 431–441.
- Ladkin, A., & Buhalis, D. (2016). Online and social media recruitment: Hospitality employer and prospective employee consideration. *International Journal of Contemporary Hospitality Management*, 28(2), 327–345.
- Lambert, E. (2019). *What are talents? (And how do you hire for them?)*. <https://www.plum.io/blog/what-are-talents-and-how-do-you-hire-for-them>
- McCracken, M., Currie, D., & Harrison, J. (2016). Understanding graduate recruitment, development and retention for the enhancement of talent management: sharpening 'the edge' of graduate talent. *International Journal of Human Resource Management*, 27(22), 2727–2752.
- Meyers, M. C., van Woerkom, M., Paauwe, J., & Dries, N. (2020). HR managers' talent philosophies: prevalence and relationships with perceived talent management practices. *International Journal of Human Resource Management*, 31(4), 562–588.
- Muriithi, F. W., & Makau, M. (2017). Talent Management: A Conceptual Framework from Review of Literature and a Research Agenda. *Journal of Human Resource Management*, 5(6), 90-94.
- Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent Management and Employee Retention: An Integrative Research Framework. *Human Resource Development Review*, 18(2), 228–247.
- Rahman, M. S. (2017). The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language "Testing and Assessment" Research: A Literature Review. *Journal of Education and Learning*, 6(1), 102.
- Ramli, A. A., Isa, A., Baharin, N. L., & Ibrahim, I. H. (2018). The Role of Talent Management in the Relationships between Employee Engagement: A Study of GLCs. *MATEC Web of Conferences*, 150, 1–6.
- Regoniel, P. A. (2015). *Conceptual Framework: A Step by Step Guide on How to Make One*. In SimplyEducate.Me. <https://simplyeducate.me/2015/01/05/conceptual-framework-guide/>
- Rasinger, S. M. (2013). *Quantitative research in linguistics: An introduction*. A & C Black. Richardson, Publication.
- Sameen, S. (2016). Employee Hiring through Informal and Formal Sources of Recruitment an Implication for Job Satisfaction and Intention to Leave. *International Journal of Innovation, Management and Technology*, 7(6), 286–291.
- Saviour, A. W., Kofi, A., Yao, B. D., & Kafui, L. A. (2016). Electronic recruitment and selection. *Global Journal of Management and Business Research: A Administration and Management*, 16(11), 25–34.

- Schiemann, W. A. (2014). From talent management to talent optimisation. *Journal of World Business*, 49(2): 281-288.
- Shaikh, M. R., Tunio, R. A., & Shah, I. A. (2017). Factors Affecting to Employee's Performance. A Study of Islamic Banks. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 7(1), 312-321.
- Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: Appropriate use and interpretation. *Anesthesia and Analgesia*, 126(5), 1763–1768.
- Sharma, N. (2020). A Study on Recruitment Process in “Midland Microfinance Limited” at Jal. *International Journal of Engineering and Management Research*, 10(01), 55–58.
- Siddique, C. M. (2004). Job analysis: A strategic human resource management practice. *International Journal of Human Resource Management*, 15(1), 219–244.
- Stewart, J. & Knowles, V. (2000). Graduate Recruitment and Selection Practices in Small Businesses. *Career Development International Review*, 5(1), 21-38.
- Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: Infancy or adolescence? *The International Journal of Human Resource Management*, 24, 1744–1761.
- Waters, L. D., Mironova, O., & Stobinski, J. X. (2017). The Many Potential Uses for a Job Analysis. *JAVA - Journal of the Association for Vascular Access*, 22(3), 124–128.
- Whysall, Z., Owtram, M., & Brittain, S. (2019). The new talent management challenges of Industry 4.0. *Journal of Management Development*, 38(2), 118–129.