

The Impact of Talent Management on Job Satisfaction: A Study among the Employees of a Travel Agency in Malaysia

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Abstract: This research is aimed to investigate the impact of talent management on job satisfaction among the employees of a travel agency in Malaysia. The five independent variables are coaching/mentoring, training and development, performance management system, succession planning and rewards and recognitions. The dependent variable is job satisfaction. A total sample of 139 respondents were used to collect data through a questionnaire with 33 items measured using 5-point Likert scale. Confirmatory Factor Analysis (CFA) to determine the good fit of the proposed model. Pearson Correlation was used to determine the relationship between variables and regression analysis method to test the hypothesis. The results showed that talent management, coaching/mentoring and training and development has a positive significant impact on job satisfaction, while performance management system, succession planning, rewards and recognition had positive but insignificant impact. It is highly recommended to the management of the research company to strengthen their coaching/mentoring and training and development strategies to increase employee job satisfaction. When job satisfaction is enhancing, it will strengthen the employee retention.

Keywords: talent management, job satisfaction, travel industry, Malaysia.

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Introduction

The purpose of the study is to examine the impact of talent management on job satisfaction among employees of a travel agency in Malaysia. Malaysia tourism industry remained an important source of foreign exchange earnings from 56.5 billion in 2012 increasing 27.4% to RM 72 billion in year 2014. The industry has created 2.2 million jobs which accounted for 16.8% of total Malaysian employment in 2013 (Malaysia Government, 2015).

Talent management has been the topic for research since the late 1990s and has been seen as highly important, predictive and influential on job satisfaction, employee retention and organization performance (Kibui et al., 2014; Tusang & Tajuddin, 2015; Kaliannan et al., 2016). The topic of talent management has started to garner a lot of attention from corporate leaders and academics since year 1997 when McKinsey consultants coined the phrase “war of talent”.

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According to Nasir et al. (2012), talent management in Malaysia are still at an infant stage and is not fully developed. The author argued that talent management practices were not properly documented in most organisations and are rather fragmented. Farmer & Casile (2014) reported that Malaysia has been facing a shortage of talent as a result of “brain drain”, which mean an outflow of talent to other countries which cause limitation of skilled and experience workers, and inadequate talent pipeline. The inability of Malaysia employers in talent retention has result in high cost of recruiting and replacement of talented employees (Kaliannan et al., 2016).

There are numerous researches being conducted which revolve around talent management and these studies have use theories and models as a reference in their researches. Some of the theories and models used by past researchers include competency model (Grobler & Diedericks, 2009), talent management model (Kumar & Sankar, 2016), talent management relationship framework (Aarnio & Kimber, 2016), Maslow’s motivation theories (Hanif & Yunfei, 2013), the 5C framework (Schuler, 2015), talent pipeline (Armstrong, 2011), social cognitive career theory (Karemu et al., 2014), talent DNA model (Kibui et al., 2014), Resource Based Theory (Hafez et al., 2017) and Hertzberg motivation theory (Thiriku & Were, 2016). Talent management and job satisfaction has been the research topic both in the global and Malaysia context (Hamidi et al., 2014; Karuri & Nahashon, 2015; Khodabakhshi & Abdoalrezagholizadeh, 2015; NareshBabu et al., 2017; Hafez et al., 2017). Similarly, while examining the impact of talent management on employee retention; numerous scholars have investigated the topic in different global contexts (Oladapo, 2014; Chitsaz-Isfahani & Boustani, 2014; Aibieyi & Henry, 2015; Kigo & Gachunga, 2016; Weerasinghe, 2017).

This research found limited research of talent management in Asia region except three in Malaysia. The three studies conducted in Malaysia are targeted on SMEs and IT industry (Kaliannan et al., 2016; Alias et al., 2014). Other context of global studies includes universities (2), IT industry (2), Insurance (2), Bank (1), Tourism (1) and government agency (1). Investigation by the researcher concluded that there is no similar research which was conducted in the context of a Malaysia travel agency.

Malaysia is facing problem with the shortage of skilful, experienced talent with inadequate talent pipeline. According to IBM, Malaysia’s skilled workers is highly in demand internationally because of their adaptable culture, willing to relocate, and their knowledge in conversing in multiple languages fluently, including English (Nair, 2014). This has proven that the shortage of skilful talent is due to the outflow of such workers to overseas countries. One of the main reasons for this great skilled migration was the depreciation of Malaysian currency and the attraction of higher monetary rewards (salary and remuneration package) offered from oversea countries (The Star Online, 2016). Further narrowing the context of this research and keeping a deep insight on the Malaysian Tourism industry, Malaysia tourism industry remained an important source of foreign exchange earnings, creating 2.2 million jobs or 16.8% of total Malaysian employment in 2013 (Malaysia Government, 2015). Without skilful workforce, it would be a huge challenge to ensure a sustainable run for this money making industry in a longer run. Lastly, Hays (2016) found that differences between the expectations and offerings of employees and employer have worked significantly in mismanagement of the talent in the peninsula. Some of the reason for employees to look for other job opportunities includes; lack of training and development (24%), unattractive rewards-salary or benefit (42%), work environment-management style and company culture (27%), seeking new challenge (21%) and lack of career advancement (34%), this indicates that the expectations of the talented workers in Malaysia is not thoroughly responded (Hays, 2016).

Therefore, these objectives were set as follows: 1) To examine the impact of coaching/mentoring on job satisfaction. 2) To examine the impact of training and development on job satisfaction. 3) To examine the impact of performance management system on job satisfaction. 4) To examine the impact of succession planning on job satisfaction. 5) To examine

the impact of rewards and recognition on job satisfaction. 6) To examine the impact of job satisfaction and employee retention.

The term "Talent Management" was introduced in 1997 after a research published by McKinsey & Company regarding "War on Talent" (Chambers et al., 1998; Kaliannan et al., 2016; Narayanan, 2016). McKinsey & Company defined 'talent' as 'the overall of a person's capabilities, their intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive (Schiemann, 2014).

Numerous models, theories and frameworks are developed by scholars to address different dynamics of Talent Management, notable work amongst them are; Kumar & Sankar (2016) Talent management model. This model proposes a five elements revolving around talent management which consist of attraction, retention, motivation, development and succession planning. Secondly the Aarnio & Kimber (2016) model of Talent Management relationship that states that there is a strong relationship between talent management, view on talent and strategy; where the differences or similarity of how an organization align its' talent management, is highly inter-related to the organization's view on talent and its' business strategy Aarnio & Kimber (2016). Furthermore, The 5C framework of Schuler (2015) used as a guideline for managers to identifies, organizes, suggests, and documents many options in pursuits of effective talent management, serving the needs and objectives of multiple stakeholders related to the company. Following to it, Bandura (1986) Social Cognitive Theory that was published in the year 1986 focuses mainly on the concept of self-efficacy (Cherian & Jacob, 2013) and outcome expectation (Karemu et al., 2014). Lastly, Herzberg et al. (1959) Two Factor Theory was included for making key addressing to the components that contributed to the Job satisfaction and dissatisfaction (Yusoff et al., 2013).

According to Peel (2004), coaching/mentoring can help the organisations to enhance employee performance, improve their strengths, employee satisfaction, quality of customer service, supervision and overall cost for each employee (Neupane, 2015). Ragins et al. (2000) research on coaching and mentoring programs has shown that if the program is implemented effectively, the coaches or mentees will show greater job satisfaction, positive career attitudes and greater commitment to the organization (Okechukwu & Raymond, 2015), where some research findings reveal that coaching increase job satisfaction (Hicks et al., 2013). Lee & Bruvold (2003) stated that comprehensive coaching and mentoring programs are positively associated with productivity; reduced staff intention to leave and organizational effectiveness. Coaching aims to facilitate performance, learning and development of another person and is usually short term (Okechukwu & Raymond, 2015; Rochford & Morgan, 2017). An employee will experience increase in job satisfaction if the coaching they received helps them develop new work skills and efficiently deal with unexpected events (Hicks et al., 2013). According to Seltzer & Bentley (1999); Weaver & Sorrells-Jones (1999), employees get supports, help, guidance and encouragement and step by step development on their career progress through mentoring and coaching (Agwu & Luke, 2015).

H1: Coaching/mentoring have a positive significant impact on job satisfaction.

Research findings reveal that training and development has positive relation and influence job satisfaction (Karuri & Nahashon, 2015; Hanaysha & Tahir, 2016; Kaliannan et al., 2016; NareshBabu et al., 2017; Hafez et al., 2017), and can improve employee retention (Asiedu-Appiah et al., 2013; Kossivi et al., 2016). Other researchers such as (Gazioglu & Tansel, 2006); Adesola et al. (2013) has achieved similar findings in their studies (Hanaysha & Tahir, 2016). However, another research conducted among Malaysia hotel employees reveals that training does not have any significant impact on job satisfaction (Farahbod & Arzi, 2014). Training will be effective and enhance job satisfaction, if the training fulfils employee needs, is perceived as beneficial, applicable on the job itself and desired by the employees (Hanaysha & Tahir, 2016). Otherwise, it

will be pointless and non-advantage if the above is not achieved. Other dimensions of effective training and development programs is learning of new skills, upgrading and developing on employee competency and knowledge to meet the changes need in the workplace and business environment (Khan et al., 2016), added with corrections of their deficits (Fauzi et al., 2013). Deery (2008) observed that on the job training increases retention and commitment. Benson (2006) suggest that managers who provide employees on job training and learn new things would have dedicated and trustworthy workforce (Gul et al., 2012). Yew (2011) suggested that training and development increase job satisfaction through providing career advancement and development opportunities (Chaudhary & Bhaskar, 2016).

H2: Training and development has a positive significant impact on job satisfaction.

Performance management is an important criterion and has relevance relationship to employee job satisfaction and talent retention challenges (NareshBabu et al., 2017). However, a poorly implemented performance management system can cause job dissatisfaction, job burnout and demotivating on employees. As such, and employee who understand his/her job function well as required from the organization enjoy greater job satisfaction (Aguinis, 2005). Unlike performance appraisal, which the employee performance review is conducted once a year, performance management require regular performance feedbacks and reviews between manager and employee (Jyoti & Rani, 2017). These dimensions of performance management system will benefit employees by helping to determine employee work capabilities, while at the same time assist managers in decision making concerning work task assignment as according to employees unique work capabilities, further improving employees' job satisfaction and retention (Kibui et al., 2014); (Aguinis, 2005). The employees' perception of fairness is an important variable in performance management system. Skarlicki & Folger (1997) argue that if the appraisal conducted is perceived as biased, political and irrelevant, it will create dissatisfaction from employees. Performance management system as found in research indicated there's a significant impact of effectiveness of performance management system on employee job satisfaction and on employee commitment (Gupta & Upadhyay, 2012).

H3: Performance management system has a positive significant impact on job satisfaction.

Garman & Glawe (2004) mention that past researchers argue that succession planning will yield a return on the form of better job satisfaction, higher performance, and better retention of talented employees (Farashah et al., 2011). Several studies reported succession planning has a direct positive impact on employee retention (Eshiteti et al., 2013; Karuri & Nahashon, 2015; Kigo & Gachunga, 2016). It has been proven that one of the reasons for employee turnover is job dissatisfaction. A satisfied employee will choose to retain longer with an organization (Shakeel & Butt, 2015; Shetty & Shetty, 2015; Kanwal & Tariq, 2016; Inda & Mishra, 2016). As such, it can be assumed that succession planning, job satisfaction and talent retention is inter-related (El Badawy et al., 2016; Terera & Ngirande, 2014). However, there is little information on a direct association between succession planning and job satisfaction. The findings reveal that succession planning is an important factor that has an effect on job satisfaction (El Badawy et al., 2016). Talpoş et al., (2017) explained that succession planning process could assist middle managers in developing employees' knowledge, skills and abilities, thereby preparing them for career advancement and achieve retention to ensure a return on the organization's investment (Saleh et al., 2017). A survey by SHRM (2014) reported 40% of the respondents view career advancement opportunities as a highly important factor which contributed to job satisfaction and employee engagement. This is highly important to ensure that the operational function of any job role will not be effected should employee resigned (Fong & Hassan, 2017). Employees feel motivated, increase job satisfaction if

they perceived the available of promotion opportunities within their organization. Finally, research by Choi & Dickson (2009) also supported that satisfaction and retention rate improved, after the organization started to care about their employee career development hence the impacts of factors of succession planning have strong impact on job satisfaction and retention among employees today (Wee, 2013).

H4: Succession planning has a positive significant impact on job satisfaction.

Past researchers has proven that rewards and recognition has an impact on job satisfaction and employee retention (Kaliannan et al., 2016; NareshBabu et al., 2017; Khodabakhshi & Abdoalrezagholizadeh, 2015; Haider et al., 2015). A research conducted on Malaysia tourism industry among hotels reveal that reward has significant positive impact on job satisfaction (Farahbod & Arzi, 2014). Financial rewards refer to salary increment, bonus, sales allowance, commissions, monetary incentives and additional allowances (Kaliannan et al., 2016). Kaliannan et al. (2016) suggested that effective rewards result from both financial and non-financial factors. Severinsson & Hummelvoll (2001); Haile (2015) reported both type of rewards effect positively on employee satisfaction and employee motivation (Tessema et al., 2013). Non-financial reward such as recognition has higher impact on motivation as compare to financial reward (Tessema et al., 2013). Effective rewards as being paid fairly and recognition for doing a good job will improve employee engagement, job satisfaction and commitment (Tessema et al., 2013; Kaliannan et al., 2016). Employee are more satisfy if they feel appreciated and being recognise for their contributions (Nor et al., 2013), thus feeling motivated and lead to retention (Farahbod & Arzi, 2014; Dhanalakshmi et al., 2016).

H5: Rewards and recognition has a positive significant impact on job satisfaction.

Kaliannan et al. (2016) reveal that working condition and environment plays a critical role in supporting employee job satisfaction and commitment. Other important factors to job satisfaction are a friendly and stress free working environment, encourage open communication, fulfilling relationships between colleagues, rewards and recognitions (Jehanzeb et al., 2012; Kaliannan et al., 2016). Employees with higher job satisfaction will be more committed to the organization and are more likely to remain in the organization (Shetty & Shetty, 2015). Bakotić & Babić (2013) opined that employee perceptions on the job especially in terms of salaries in relation to the job performance, working environment, nature of job, stress level, team members, relationship with superiors and workload can be a determinant factors to job satisfaction (Hanaysha & Tahir, 2016). Michaels & Spector (1982) as mentioned in Elangovan (2001) reported that employees will stay longer with an organization if they are satisfy with their jobs, while job dissatisfactions will make them quit. There are different studies on job satisfaction as the predictor of behavioural outcome such as determined to leave, turnover and absenteeism (Jehanzeb et al., 2012; Inda & Mishra, 2016). Employees with higher job satisfaction will be more committed to the organization and are more likely to remain in the organization (Shetty & Shetty, 2015).

H6: Job satisfaction has a positive significant impact on employee retention.

Methods

The sample size of 139 respondents (72.8%) was taken for the purpose of this research from a total population 191 employees of the studied companies. Concluded statistics indicates 66.2% females and 33.8% males; 45.3% married and 54.7% single and 0.7% other marital status. The age

group from the respondent are 35.3% within age 20-30, 38.1% within age 31-40, 21.6% within age 41-50 and a 5% within age above 51. From the data, the company has relatively young employees at 73.4% (age 20-40). Majority of the employees as surveyed are Chinese at 88.5%, Malays at 8.6% and other races at 2.9%. The monthly income of employees is 51.8% (MYR 2,000-4,000), 23% (MYR 4,001-6,000), 20.9% (MYR 6,000-10,000) and 4.3% (above MYR 10,000). The position of the respondents is 33.8% in staff level, 36.7% executives, 28.8% managers and 0.7% director. In summary, among the chosen respondents, majority are females, almost equal in marital status, majority young age below 40, majority Chinese, majority earning less than MYR 6,000 and majority in the position of staffs and executive level.

Table 1 Demographic of Respondents

Demographic	Sub-Demographic	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	92	66.3	66.2	66.2
	Male	47	33.8	33.8	100.0
	Total	139	100.0	100.0	
Marital Status	Married	62	44.6	44.6	44.6
	Other	1	.7	.7	45.3
	Single	76	54.7	54.7	100.0
	Total	139	100.0	100.0	
Age Group	20-30	49	35.3	35.3	35.3
	31-40	53	38.1	38.1	73.4
	41-50	30	21.6	21.6	95.0
	51 and above	7	5.0	5.0	100.0
	Total	139	100.0	100.0	
Race	Chinese	123	88.5	88.5	88.5
	Malay	12	8.6	8.6	97.1
	Others	4	2.9	2.9	100.0
	Total	139	100.0	100.0	
Monthly Income	MYR 2,000 - 4,000	72	51.8	51.8	56.1
	MYR 4,001 - 6,000	32	23.0	23.0	79.1
	MYR 6,001 - 10,000	29	20.9	20.9	100.0
	MYR 10,001 and above	6	4.3	4.3	
	Total	139	100.0	100.0	
Position	Staff level	47	33.8	33.8	100.0
	Executive level	51	36.7	36.7	37.4
	Manager Level	40	28.8	28.8	66.2
	Director Level	1	.7	.7	.7
	Total	139	100.0	100.0	

A Likert Scale Questionnaire was developed to collect the data for the studied topic, allowing the respondents to express their opinion on rating scale which range from 1 (Strongly Disagree) to 5 (Strongly Agree). The author adopted questionnaires because it is suitable for the collections of large quantity of data, less cost and less time consuming, required minimal training to develop compare to interview and reduce the possibility of interviewer bias, easy to analyse (Birmingham & Wilkinson, 2003; Oladapo, 2014).

As recommended by Johanson & Brooks (2010), the ideal sample size for pilot test is a minimum of 30 respondents (Saunders et al., 2009). Pilot test has been conducted on 50 respondents and the data tested is normal and highly reliable according to the measurement rule of above 0.7 of the Cronbach's Alpha and which testifies that the proposed research can be proceeded (Hair Jr. et al., 2010).

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Table 2 Development of Questionnaires

Variables	Items/Questionnaires	Pilot Test	Source
Coach and mentoring	Face to face discussion on performance.	0.909	Woo (2017); Neupane (2015)
	Advice on how to perform my job better.		
	Spend time guiding me on specify assignment.		
Training and Development	Having colleagues whom can learn from.	0.929	Neupane (2015)
	My organization provide on the job training appropriate to my job scope.		
	My organization provides learning and training opportunities to meet the changes need in the workplace.		
	The training I received is beneficial to my job.		
Performance Management System	My organization provide career advancement plan for employee growth and development.	0.847	Gul et al. (2012)
	My organization gives priority to internal staff for promotion opportunities.		
	I understand my job function as required from my organization.		
	I understand how the management judge my performance based and the scoring system.		
	I receive regular performance feedbacks from my superior.		
	The appraisal conducted in my organization represent a fair assessment of my performance.		
	Employees who perform well are rewarded with an appropriate merit.		
I receive praise from my superior/manager for a job well done.			
Succession Planning	My organization provides promotion opportunities to employees.	0.858	Khan et al. (2016)
	My organization provides training to employees for career advancement.		
	In my organization, opportunities be given to internal staff should there is a vacancy in supervisory or management position.		
	In my organization, if any employee resign, the impact to the department function and performance is minimal.		
Rewards and Recognition	My organization provides yearly increment based on work performance.	0.851	Kaliannan et al. (2016)
	My organization motivates employees to perform better, through additional incentive and rewards.		
	I receive praise from my manager for a work well done.		
	Receiving recognition for doing a good job is an important motivation factor to me.		
	I am satisfy with the rewards and recognition practice of my organization.		

Table 3 (Continued) Development of Questionnaires

Variables	Items/Questionnaires	Pilot Test	Source
Job Satisfaction	I enjoy doing the things that I do at my workplace.	0.861	Kanwal & Tariq (2016) Hanaysha & Tahir (2016) Inda & Mishra (2016) Hanaysha & Tahir (2016)
	I am satisfied with my earnings from my current job.		
	I like the working environment in my organization.		
	I am satisfied with the person who supervises me.		
Employee Retention	Overall, I am satisfied with my current job.	0.881	Inda & Mishra (2016) Johari et al. (2012) Johari et al. (2012) Johari et al. (2012) Mansor & Idris (2015)
	I do not intend to quit my job.		
	It is unlikely that I will actively look for another job in the near future.		
	I am not thinking about quitting my job at the present time.		
	I don't lookout for better offer in another organization.		

Research ethics is related to the formulation and clarification of research topic by researcher, gain access for data collections, processing, analysing and storing of data, subsequently writing up the research findings in an ethical, moral and responsible way (Saunders et al., 2009). To address these ethical issues, the author has obtained consent letter from the owner of this travel agency to access their employee information and conduct the research within the organization. The participants will be explained on the research objective and their willingness to participate is at their own discretion. The researcher has put into consideration for the concerns on confidential issues which may arise because some employees may not be willing to disclose their identity, due to sensitivity with their management or for fear that their answers may pose a negative impact on them by the company management team. To diminish this concern, the participants will not be required to disclose their identity (names, contact details) on the questionnaires. On the write up of this research paper, the researcher will cite all other authors should any information is derived from other sources.

Results and Discussion

Referring to the diagram of Confirmatory Factor Analysis (Figure 1), the following summary in Table 3 is abstracted which indicates that the model partially fit to be analysed. Refer to Table 4, the value of all variables; coaching and mentoring (0.884), training and development (0.911), performance management system (0.849), succession planning (0.850), rewards and recognition (0.826), job satisfaction (0.835) and employee retention (0.899) are considered as acceptable and reliable because as according to the rule of acceptance for reliability test, the Cronbach's alpha value should ideally exceed the threshold of 0.70. In overall, all variables (0.964) are supported by the items in the questionnaires and as such, the questionnaires are considered as highly reliable and valid (Hair, et al., 2010).

Model 1 is tested on the five independent variables of coaching/mentoring; training and development; performance management system; succession planning and rewards and recognition, on dependent variable job satisfaction. Average mean noted for these independent variables are ranging from 3.097 to 3.512 (Table 5), which is consider as moderate influential drivers in the studied context. Model 2 is tested on job satisfaction, job satisfaction is recorded with a mean value of 3.348 and standard deviation of 0.785 (Table 5). This means that job satisfaction is a mainstream driver in retaining employees in the studied context.

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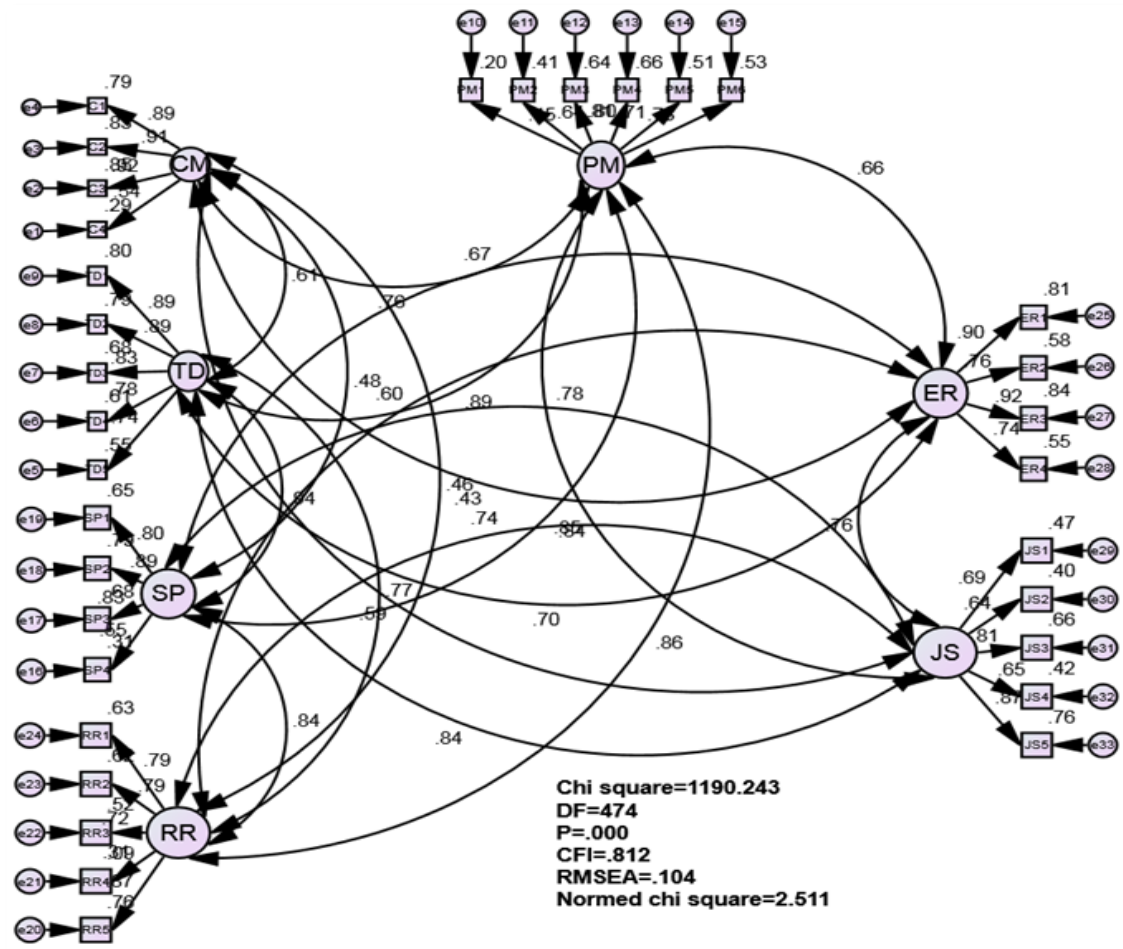


Figure 1 Confirmatory Factor Analysis

Referring to the Table 6, all the independent variables (coaching/mentoring, training and development, performance management system, succession planning and rewards and recognition) are found to be positively correlated with the dependent variable (job satisfaction) with a significance value of 0.00. While in the second model, the independent variable (job satisfaction) also has a positive significant relationship with the dependent variable (employee retention) with a significance value of 0.00.

Table 4 Confirmatory Factor Analysis (CFA)

Name of Category	Name of Index	Measurement Rules	Results in Value	Literature/Sources
Absolute fit Indices	Chi-Square (CMIN)	P-Value > 0.05	0.000	Hair Jr. et al. (2010); Hamid & Yahya (2016)
	RMSEA	RMSEA < 0.08	0.104	Hair Jr. et al. (2010); Hamid & Yahya (2016)
Incremental fit indices	CFI	CFI > 0.90	0.812	Hair Jr. et al. (2010); Hamid & Yahya (2016)
Parsimonious fit indices	Chi-Square/DF (CMIN/DF)	CMIN/DF < 5.0	2.511	Hair Jr. et al. (2010)

Table 5 Reliability Test-Cronbach's Alpha

Variable	N. of items	Cronbach's Alpha	Measurement Rule	Ratings
Overall	33	0.964	> 0.70	excellent
Coaching and Mentoring	4	0.884	> 0.70	good
Training and development	5	0.911	> 0.70	excellent
Performance Management System	6	0.849	> 0.70	good
Succession Planning	4	0.850	> 0.70	good
Reward and Recognition	5	0.826	> 0.70	good
Job Satisfaction	5	0.835	> 0.70	good
Employee Retention	4	0.899	> 0.70	good

Table 6 Descriptive Statistics

Model	Variables	N	Min.	Max	Mean	Std. Deviation
1	Coaching/mentoring	139	1.00	5.00	3.512	1.029
	Training and development	139	1.00	5.00	3.171	1.004
	Performance management	139	1.33	5.00	3.398	0.788
	Succession planning	139	1.00	5.00	3.097	0.929
	Rewards and recognition	139	1.00	5.00	3.134	0.862
2	Job satisfaction	139	1.20	5.00	3.348	0.785
	Employee Retention	139	1.00	5.00	2.983	0.973
	Valid N (listwise)	139				

Table 7 Correlation – Significant of Variables

Relationship	Pearson Correlation	Sig.
Coaching/Mentoring ↔ Job Satisfaction	0.599	0.000
Training and development ↔ Job Satisfaction	0.752	0.000
Performance management system ↔ Job Satisfaction	0.741	0.000
Succession planning ↔ Job Satisfaction	0.679	0.000
Rewards and recognition ↔ Job Satisfaction	0.657	0.000
Job Satisfaction ↔ Employee retention	0.685	0.000

Table 8 Regression - Summary - Model 1

Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.801 ^a	.642	.628	.4786	2.150

- a. Predictors: (Constant), Rewards and recognition, Coaching and mentoring, Succession planning, Performance management system, Training and development.
 b. Dependent Variable: Job satisfaction.

Table 9 Regression - Coefficients– Model 1

Model 1		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypothesis result
		B	Std. Error	Beta			
1	(Constant)	.806	.189		4.272	.000	
	Coaching and mentoring	.147	.055	.192	2.658	.009	H1 - Accepted
	Training and development	.273	.092	.349	2.957	.004	H2 - Accepted
	Performance management system	.179	.112	.180	1.604	.111	H3 - Rejected
	Succession planning	.045	.093	.053	.481	.631	H4 - Rejected
	Rewards and recognition	.132	.082	.145	1.612	.109	H5 - Rejected

- a. Dependent Variable: Job satisfaction

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According to Model 1, R square value is 0.642 (Table 7) which indicates that 64.2 percent of the dependent variable (job satisfaction) can be predicted by independent variables (rewards and recognition, coaching/mentoring, succession planning, performance management system, training and development). The adjusted R square value is 0.628 (Table 7) which shows that the model is a good fit model as the value is higher than 0.60. The Durbin Watson value indicates that there's no auto correlation among the selected respondent for this research as the value falls in the range of 1.5-2.5, which mean that there is no auto correlation amongst the respondents.

Refer to the Table 8, only coaching/mentoring and training and development has a positive significant impact on job satisfaction. Hence, the hypothesis 3, 4 and 5 are rejected because significant value exceed the rule of < 0.05 . Training and development has the highest impact on job satisfaction at Beta value = 0.349, training and development rank second with Beta value = 0.192, with significant values less than < 0.05 .

Table 10 Regression - Summary - Model 2

Model 2	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.685 ^a	.469	.466	.71130	1.587

- a. Predictors: (Constant), Job satisfaction
b. Dependent Variable: Employee retention

In reference to Table 9, R square value is 0.469 which indicates that 46.9 percent of the dependent variable can be predicted by independent variable. The adjusted r square value is 0.466 which shows that the model is not a good fit model as the value is lower than 0.60. The Durbin Watson value indicates that there's no auto correlation among the selected respondent for this research as the value falls in the range of 1.5-2.5.

Table 11 Regression - Coefficients - Model 2

Model 2	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypothesis result
	B	Std. Error	Beta			
1 (Constant)	.141	.265		.531	.596	
Job satisfaction	.849	.077	.685	11.010	.000	H6 - Accepted

- a.
a. Dependent Variable: Employee retention

According to Table 10, job satisfaction beta value is 0.685 with a significant value of 0.000 which is within the acceptance level of below 0.05 as applied in this research. Job satisfaction is found to have a positive significant impact on employee retention.

The first hypothesis which states that Coaching and Mentoring has a significant impact on Job satisfaction is in accordance to the findings by Hicks et al. (2013) which reported that employee job satisfaction is highly depending on constant performance feedback and learning, having mentor for guidance and developing new work skills (Hicks et al., 2013). The significant impact also mean that there are coaching/mentoring practices within the travel agency. Malaysia government has consistently promoted initiatives for coaching and mentoring program to increase employee skill and knowledge. This has increased the awareness of most organization to take up the offer.

The second hypothesis that highlights that training and development has a significant impact on Job satisfaction is in line with the findings of Hanaysha & Tahir (2016) conducted among employees of Malaysia universities, where the author reported that, if on the job training is

perceived as beneficial on job application and desired by the employees, it will increase employee job satisfaction (Hanaysha & Tahir, 2016). Training which meet the changing need of the workplace also increase job satisfaction (Khan et al., 2016). Another finding conducted among employees of Malaysia companies reported that career growth opportunities have a positive impact on job satisfaction when it conducts the research among employees of Malaysia companies (Kamil et al., 2011).

The third hypotheses which states that performance management system has a significant impact on job satisfaction is similar to the research outcomes of Aguinis (2005) where the author mentioned that a poorly implemented performance management system can cause job dissatisfaction and demotivate employees (Aguinis, 2005). This well explain the insignificant impact of performance management system on job satisfaction. Huselid et al. (1997) supported the findings of this research which performance management does not have a significant impact on job satisfaction if the employees were not given the chance to participate in the development of performance measurement (Saudi, 2014; NareshBabu et al., 2017; Gupta & Upadhyay, 2012; Khodabakhshi & Abdoalrezagholizadeh, 2015; Baloyi et al., 2014).

The fourth hypothesis that enlightens the significance of succession planning on job satisfaction is mirrored to the study of El Badawy et al. (2016) which tested the relationship between succession planning, employee engagement and job satisfaction among 124 Egyptian MBA student reported that succession planning has a positive significant effect on job satisfaction with a beta of 0.577 and p-value at 0.00. Another study by Farashah et al. (2011) concluded that succession planning has a positive impact on job satisfaction in the area of promotion process (Farashah et al., 2011).

The fifth hypotheses which states that rewards and recognition has a significant impact of job satisfaction is identical to the research outcomes of the study of Terera & Ngirande (2014) in the research of 180 South African nurses where competitive and lucrative rewards packages are not the determinant of job satisfaction. Another similar study by Pillay (2009) also reported similar findings (Terera & Ngirande, 2014). There are also finding on the contrary result on researches conducted in Iran, India, Vietnam (NareshBabu et al., 2017); Khodabakhshi & Abdoalrezagholizadeh, 2015; Tessema et al., 2013). The past studies reported that recognition for doing a good job, being fairly paid and benefit packages as an important factor to have an impact on job satisfaction (Tessema et al., 2013).

Lastly, the sixth hypotheses which mentions that job satisfaction has a significant positive impact on employee retention is similar to the outcomes of Terera & Ngirande (2014); Inda & Mishra (2016) study 151 employees. From the past researches, the important factor of employee retention is depending on how happy and satisfies an employee is during their tenure with the organization. The higher the employee's happiness, the greater will be the job satisfaction which will lead to his long retention with the organization.

Conclusions

This study concluded after analysing the impact of Talent Management on Job satisfaction and Job retention in the context of a travel agency in Malaysia that Coaching and Mentoring and Training and Development are the key players of Talent Management that leads to the satisfaction of the employees and ensure their retention in a longer run.

The study would suggest that the travel agency company to relook into its talent management program and emphasize on the practices that is important in increasing the employee job satisfaction. These important practices includes frequent discussion on employee performance, provide coaching and guiding on job task and on special assignment, assigning a mentor for employees, provide job training according to the changing needs of workplace,

enhance employee growth and development. These practices if perceived as beneficial by the employees, it will increase their job satisfaction and increase commitment to stay longer with the company.

The future direction is proposed to expand the research diameter to further explore the different dimensions of performance management system and succession planning to be tested on job satisfaction and organization performance. The findings of this research can serve as a reference to other researches in the area of leadership and employee retention. Further, future researchers are recommended to engage a larger sample size for generalizing more the findings of the study.

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