

RESEARCH COLLOQUIUM 2020
NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION

Research Title:

**THE RELATIONSHIP OF EMPLOYER BRANDING AND CAREER GROWTH
WITH TALENT RETENTION IN PUBLIC SECTOR: ROLES OF RECRUITMENT
PRACTICES AS MEDIATOR**

By:

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Background



- talent → competition, sustainability, ‘war for talent’
- 11th Malaysian Plan (2016-2020) → strategies on talent retention
- The causes for quitting are numerous, public sector working values, low motivation and high work burden (World Health Organization, 2014).
- Employer branding in Malaysia has been practiced by large companies e.g. PETRONAS, Maybank, Shell, but the concept unexplored in public sector.
- Career growth vs seek for greener pasture
- According to PriceWaterhouseCooper (2011) report, the new millennial requires also work life balance, job satisfaction and personal career growth.

Problem Statement

Contextual



- Tough competition for talent in public sector.
- Prior studies on retention tend to focus on business and industry.

Empirical



- The recruitment practices and retention less studied .
- Recruitment problems in public sector: Demographics, compensation, image and HRM practices (Reichenberg, 2002)
- Limited empirical research on EB and talent retention (MOSTI, 2014).
- Scarcity of knowledge measuring talent retention in public sector (Rehman, 2012).

Research Questions

1

What is the effect of talent retention in the education, science and technology and medical sectors?

2

Is there any significant relationship between employer branding, talent retention, career growth and recruitment practices in the education, science and technology and medical sectors?

3

Do the recruitment practices mediate the influence of employer branding on talent retention in the education, science and technology and medical sectors?

4

Do the recruitment practices mediate the influence of career growth on talent retention in the education, science and technology and medical sectors?

Research Objectives

1

To measure the talent retention in the three selected sectors.

2

To examine the relationship between employer branding, talent retention, career growth and recruitment practices in the three selected sectors.

3

To determine the mediating effect of recruitment practices on employer branding and talent retention in the three selected sectors.

4

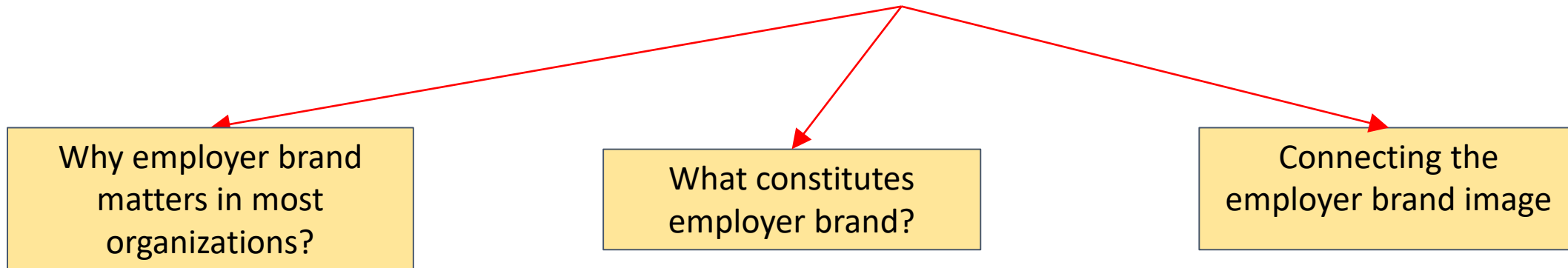
To determine the mediating effect of recruitment practices on career growth and talent retention in the three selected sectors.

Independent
variable

Employer Branding

Promoting, both within and outside the firm, a clear view of what makes a firm different and desirable as an employer

Backhaus & Tikoo, 2004



Talent Retention

Talent retention can be defined as the working for the public sector with the aim and plan to retire in the public sector.

(Sadangharn, 2010).

Issues

People with talent

Generate outstanding results, work in team, ethics adherence

Challenges of TR

Turnover costs, moving knowledge, good performer leaving good organization

Retention strategy

Real engagements, working culture, interests people with talent

Literature Review

Recruitment Practices

mediator variable

The identification, attracting and influencing activities within the organizational boundary to offer a job opportunity to the best candidate of the organization boundary to joins the organization (Breaugh, 2008).

initial solution to problems of accelerated retirements

increased competition for applicants

Independent
variable

Career Growth

Improvement or advancement of the positions of employees who put in struggle and exercise to gain relevant skills and upgrade their performance” (Weng et al., 2010)

Dimensions: meeting career goals, developing employees' professional abilities, and accepting promotions, and compensation suited with those abilities. (Weng et al 2010)

Utility of one's present job for one's career
(Jans, 1989)

Theoretical Foundation

Social Exchange Theory (SET)

Blau (1964)

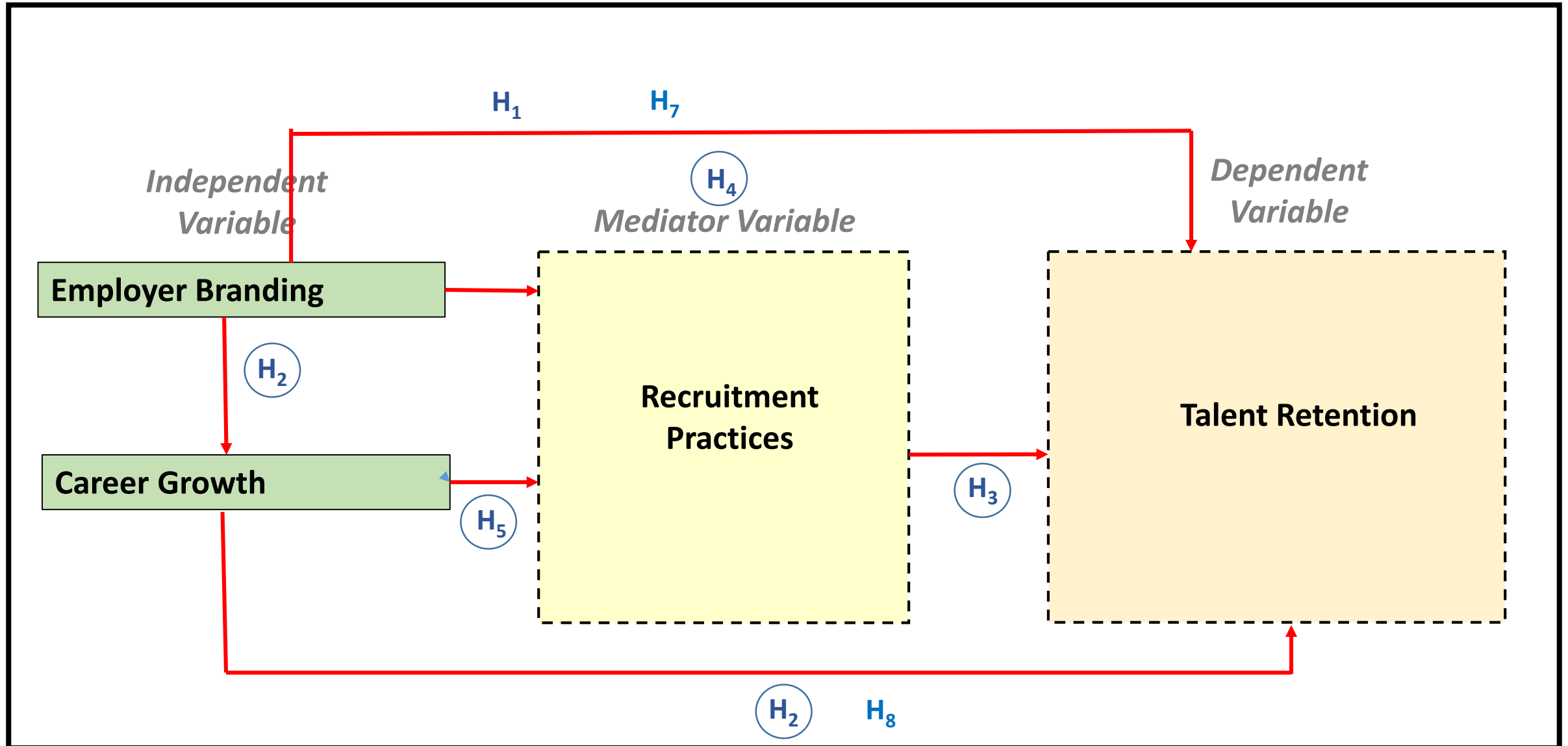
- **two-sided** rewarding process
- **voluntarily give benefit when received one**
- **reciprocate Employer Branding and Career Growth with Recruitment Practices and talent retention**

Resource Based View (RBV)

Barney(1991)

- Resources or **talent** as a key to superior firm performance.
- the ownership of resources that are valuable and difficult to imitate to allow an organization to grow ahead of its competitors.

Conceptual Framework



Research Methodology : Population and Sampling

Step 1: Determine the population

- Medical sector – medical officer
- Science and Technology sector - scientists
- Education sector - academicians



Step 2: Determine the sample frame

Total : **66,464**



Step 3: Determine the sample size

N: 66,464, n: 400
(Krejcie and Morgan, 1970)



Step 4: Apply sampling technique

- Stratified sampling

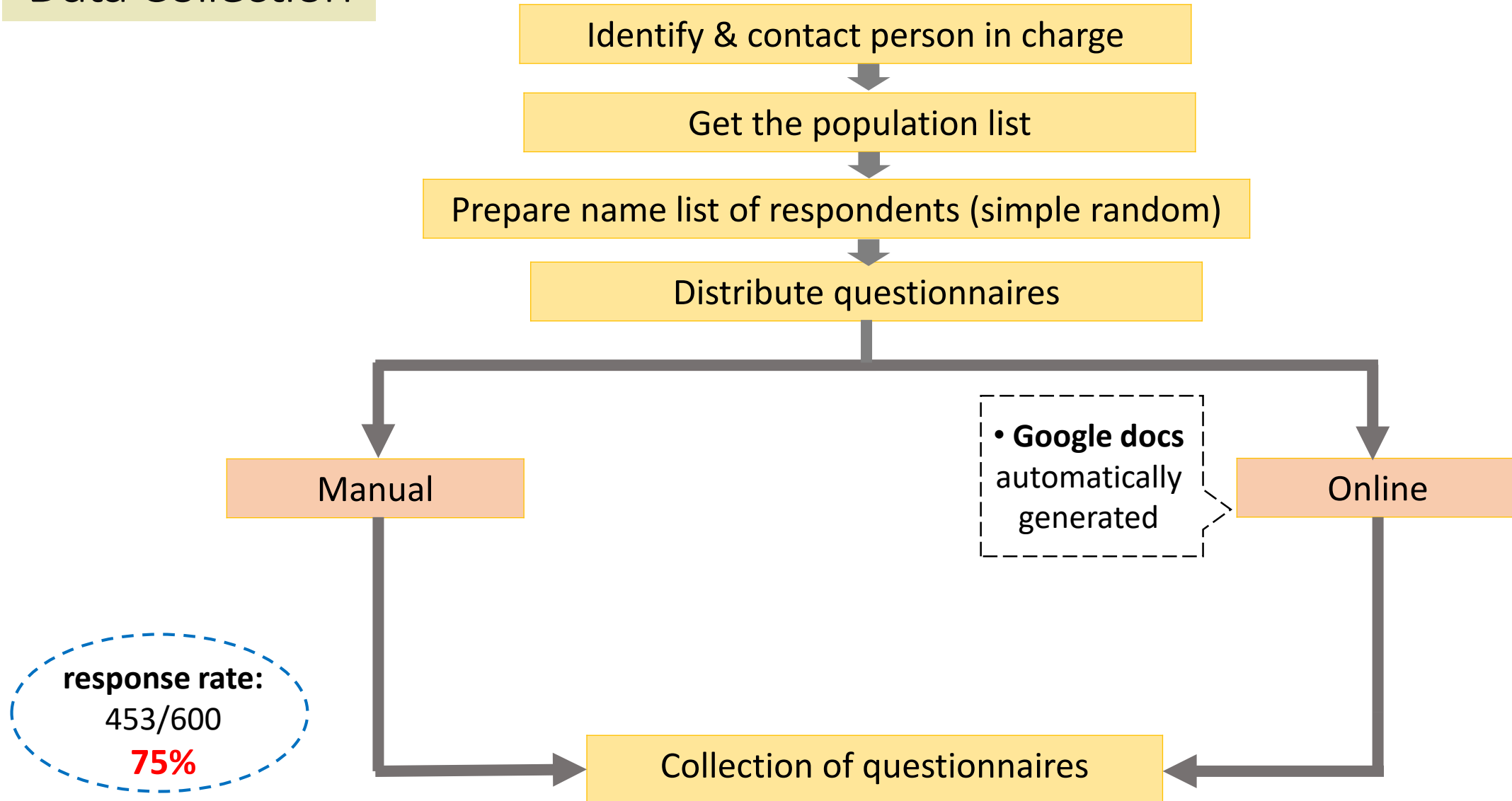


Step 5: Determine sample size of each sector (strata)

Sector	Professionals Designation	TOTAL (YEAR)	POPULATION PROPORTION (%)	SAMPLE SIZE
				N=400
Medical	Doctors	33,275 (2014)	50%	200
Science and Technology	Scientific Officer, Researcher	1,312 (2016)	2%	8
Education	Lecturers	31,877 (2016)	48%	192
Total		66,464		400

Research Methodology

Data Collection



response rate:
453/600
75%

Research Methodology : Research Instrument

Variable	Instrument	Total items	(α)	AVE
Employer Branding <i>(Section B)</i>	Borghain (2010), Gomes and Neves (2010); and Lyons and Marler (2011) <ul style="list-style-type: none">• 27 items	27	0.949	0.511
Career Growth <i>(Section C)</i>	Weng et al. (2010) <ul style="list-style-type: none">• 13 items	13	0.935	0.616

Research Methodology : Research Instrument

Variable	Instrument	Total items	(α)	AVE
Recruitment practices <i>(Section D)</i>	Gberevbie (2008) and Rathnaweera (2010). <ul style="list-style-type: none">• 10 items	10	0.880	0.616
Talent Retention <i>(Section E)</i>	Colarelli (1984a) and Sadangharn (2010) <ul style="list-style-type: none">• 9 items	9	0.845	0.523

Section A: Demographic Information (questions)

Research Methodology : Data Analysis

1 To measure the talent retention in the three selected sectors.

2 To examine the relationship between employer branding, talent retention, career growth and recruitment practices in the three selected sectors.

SEM
▪latent construct in path analysis

3 To determine the **mediating** effect of recruitment practices on employer branding and talent retention in the three selected sectors.

4 To determine the **mediating** effect of recruitment practices on career growth and talent retention in the three selected sectors.

SEM
▪path analysis & bootstrapping

Descriptive statistics

Demographic Characteristics	Frequency (N -453)	Percentage
Gender		
Male	178	39.3
Female	275	60.7
Age		
25 years old and below	4	0.9
26 to 39 years old	259	57.2
40 to 54 years old	156	34.4
55 years old and above	34	7.5
Education level		
College	0	0
Bachelor degree	170	37.5

Descriptive statistics

Demographic Characteristics	Frequency (N -453)	Percentage
Master degree	158	34.9
PhD	125	27.6
Service Grade		
41 – 45	167	36.9
48 – 52	203	44.8
54 – 55	69	15.2
JUSA / KHAS	14	3.1
Total service years in public service		
5 years and below	130	28.7
6 – 10 years	120	26.5
11 – 15 years	85	18.8
16 – 20 years	51	11.3
More than 20 years	67	14.8

Findings

1

To determine the **effect** of **employer branding (EB)** on **talent retention (TR)**



EB on TR → **significant**

2

To determine the **effect** of **employer branding** on **career growth (CG)**



EB on CG → **significant**

3

To determine the **effect** of **career growth** on **talent retention**



CG on TR → **significant**

Findings

4

To determine the **effect** of **employer branding** on **recruitment practices (RP)**



EB on RP → significant

5

To determine the **effect** of **career growth** on **recruitment practices**



CG on RP → significant

6

To determine the **effect** of **recruitment practices** on **talent retention**



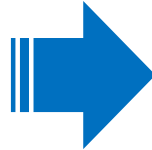
RP on TR → significant

Findings

mediation effect

7

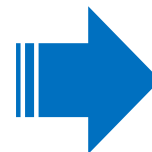
To determine the **mediating** effect of recruitment practices on employer branding and talent retention in the three selected sectors.



EB → RP → Talent retention: **partial**

8

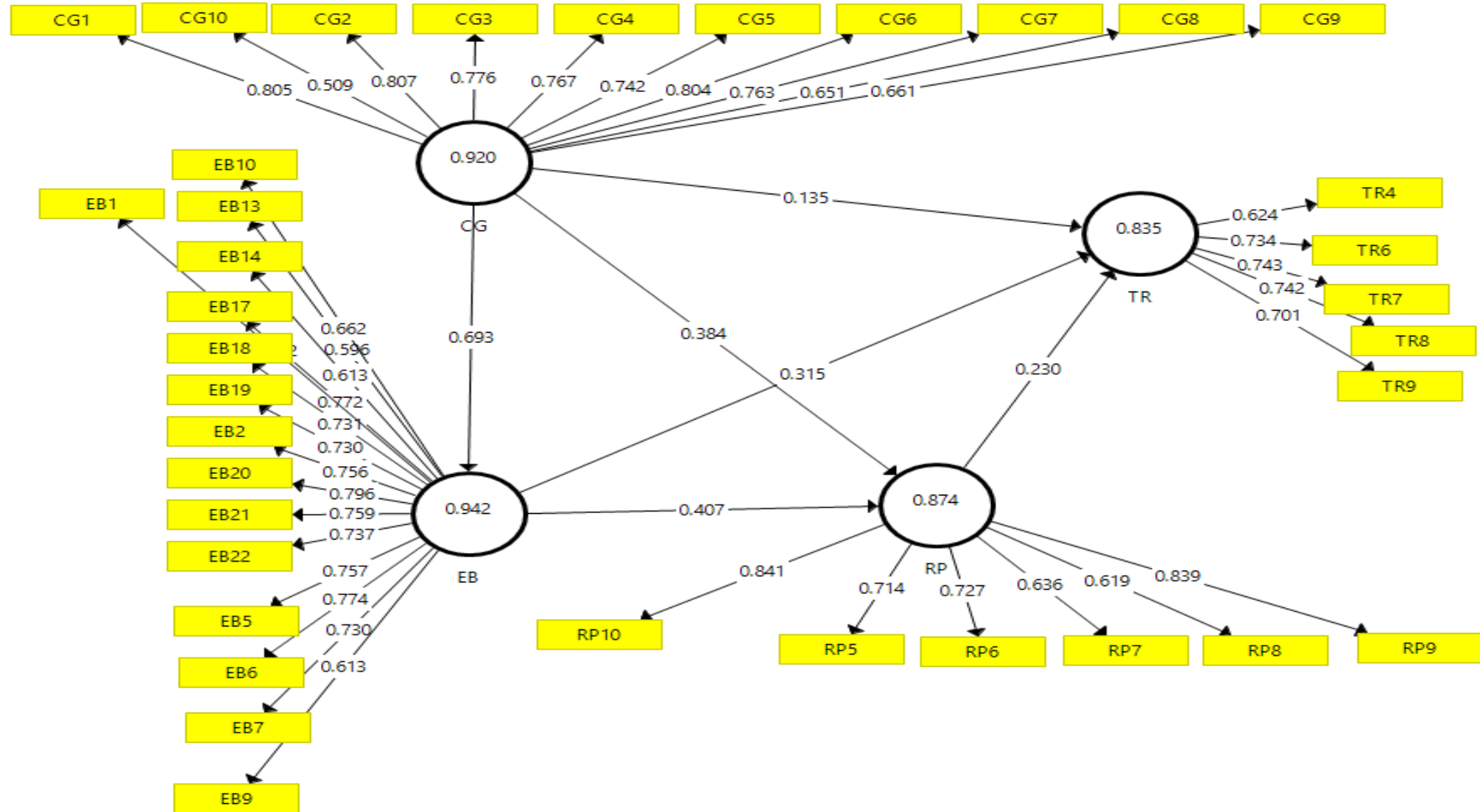
To determine the **mediating** effect of recruitment practices on career growth and talent retention in the three selected sectors.



CG → RP → Talent retention: **partial**

 all hypotheses supported

Findings: Final Model



SIGNIFICANCES OF THE STUDY

Literature

- This study will bring importance to the field of learning in the context of employer branding in the public sector.
- Crucial towards a better understanding of the nature of work in public sector which will contribute to well-being of people and put greater emphasis on the very well-known slogan of “People First, Performance Now”.

SIGNIFICANCES OF THE STUDY

Managerial

- Highly relevant to the initiative of ‘Powering Ahead for Transformation’ by the “Malaysian Administrative Modernization and Management Planning Unit” (MAMPU).
- The talent management is one of the factors of success towards the Vision 2020. Also been highlighted in the National Transformation for 2050 (TN50).
- In terms of practice, research on talent retention would be valuable to the employers and employees of Malaysian public sector to understand the importance of branding and career growth.
- In order to achieve the success of 11th Malaysian Plan, human capital is the most crucial in the future public sector.



Theoretical

- extends Social Exchange Theory (SET)
- integrates SET and RBV



Practical

- enriches literature of the variables (contextual gap, model, focus on inconsistent relationship)
- role of recruitment practices as mediator



Policy

- highly relevant to the initiative of ‘Powering Ahead for Transformation’ by MAMPU.
- Brain gain instead of brain drain

Limitations and Recommendation

Limitations

1. Small ministry i.e. MOSTI
2. Single self-report study
3. Nature of self-administered electronic questionnaire

Recommendation

1. Moderators e.g. gender, race
2. Profiling study
3. Conduct longitudinal study
4. Qualitative study



Thank you
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