A Study of the Influence of Talent Management Practices on Employee Performance Among State Government Employees in Kelantan

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ABSTRACT

Managers of global organizations and businesses now consider talent management (TM) as a vital strategic area. Therefore, this study aimed to examine the impact of talent management practices, such as talent acquisition, talent development and talent retention on the job performance of State Government employees in Kelantan. This study gathered data from 385 employees using a self-administered survey questionnaire and applied a convenience sampling approach. This study tested its hypotheses through tests of validity and reliability and multiple regression analysis. The study found that talent management has a positive and significant impact on employee performance. However, contrary to previous research, the study concluded that developing employees does not have a significant effect on employee performance. Additionally, the research found a significant statistical correlation between acquisition, retention, and employee performance. Furthermore, this study focused on talent management practices and job performance among employees of the Kelantan State Government, which provides a valuable contribution to this area of study. The study can serve as a resource for public sector managers, providing suggestions on how to enhance employee performance through implementing talent management practices.

1. INTRODUCTION

In recent decades, scholars have become increasingly concerned with the topic of employee performance. This refers to the quantity and quality of work produced by employees in performing their task, duties and responsibilities (Suardhita et al., 2021). Employee performance is vital in employee performance and is crucial for government talent organizations (Barokah et al., 2023), as it directly affects their success or failure (Nguyen et al., 2019). One of the main drives impacting employee performance is talent management (Sopiah et al., 2020) , which involve talent acquisition, talent development, talent deployment, and talent retention of talented employees who are valuable to the organization (Silzer & Dowell, 2010). Shifting workforce demographics have also highlighted the importance of diversity and inclusion as a business imperative, and organizations are realizing the worth of acquiring and sustaining employees from a variety of demographic backgrounds to boost employee performance and compete effectively (Cappelli & Keller, 2014). In Malaysia, there are issues related to bureaucratic meddling, ineffective performance management systems, talent retention, and talent insufficiency (Li Qi & Jia Qi, 2021), which have led to the execution of talent management techniques by the state government to manage human capital and stay competitive (Ramli et al., 2018). Although there is an increase in labor productivity of 3.6% for the fourth quarter of 2022 with a total value added of RM24,915 (DOSM, 2022), it is still unable to compete with other countries such as China and Vietnam which recorded higher rates with 4.83 and 15.12 respectively (CEIC, 2023). As the job landscape continues to evolve rapidly in the wake of the fourth industrial revolution (IR4.0), the demand for highly competent talent is on the rise. However, the current situation reveals a concerning gap between the skills possessed by most graduates and working professionals and those required to meet the demands of IR4.0 (Ismail & Hassan, 2019). This calls for a restructuring of the approach to talent development and education to bridge the competency gap and ensure a skilled workforce for the future.

Organizations have come to realize that acquiring and retaining employees from diverse backgrounds can enhance their performance and competitive edge (Torrington et al., 2009). According to Lesser's (2006) view, workforce demographic changes are among the factors that can significantly affect organizations across various sectors and locations. The shifting demographics of the workforce across various sectors and regions have necessitated changes in how organizations hire, train, and keep their employees, making diversity and inclusivity a business imperative (Derven & Gundling, 2014). Talent management practices, which can create and maintain a competitive advantage over competitors, have gained attention but have not been widely discussed among various organizations. Malaysia faces issues with bureaucratic interference, inadequate performance management systems, talent retention, and talent shortages, prompting the government to implement talent management techniques to stay competitive (Li Qi & Jia Qi, 2021). As public sector personnel constitute the foundation of effective public service delivery, taking actions at the individual level could improve overall organizational performance (Kim, 2006; Lee et al., 2006). However, research on public service employees' performance has been relatively scarce, despite its importance (Johari et al., 2018). Taylor and Wright (2004) and Sandhu et al. (2011) argue that developing state government staff with the core competencies necessary for effective public service delivery is crucial, as decisions made in the public sector impact the credibility of the government and the population. This study aims to aid policymakers in talent management, particularly among state government managers, as Malaysia struggles to retain talent (EPU, 2016).

Several studies (Ali & Mehreen, 2019; Abdullahi et al., 2020 ; Hasibuan et al., 2019; Rinaldi et al., 2018; Johnson et al., 2018) have found a relationship between talent management practices and employee performance . However, little research has examined this relationship

among employees of the Malaysian state government. While previous research has separately investigated talent management and employee performance, very few studies have focused on the relationship between these constructs in the context of the Malaysian state government. Therefore, the aim of this study is to answer the following research questions: 1) What is the level of talent management practices among the Malaysian state government employees? 2) What is the influence of talent acquisition, talent development and talent retention as talent management practices on employee performance? Therefore, this study initiates to provide a solution to the problem.

In terms of its importance and originality, this paper focuses on the idea that improving job performance is a key priority for employees to enhance their skills and abilities. Although previous research has explored the connection between human capital theory, talent-based theory, talent management practices, and job performance among employees in state government employees, few studies have examined talent management practices as an independent variable and job performance as a dependent variable.

2. RESEARCH OBJECTIVES

The aim of the research is to evaluate how talent management strategies impact the work effectiveness of employees in the Malaysia's state government, and the way this is connected to their gender. This study has identified the following specific goals:

1. To identify the level of talent management practices among Malaysian state government employees.
2. To measure the impact of talent acquisition on employees' performance in the Malaysian state government.
3. To examine the influence of talent development on employees' performance in the Malaysian state government
4. To identify the influence of talent retention on employees' performance in the Malaysian state government

3. UNDERPINNING THEORIES

This study draws on three key theories for support: Human Capital Theory, Talent-Based Theory, and Social Identity Theory. Each theory has been meticulously incorporated into the research to maximize its contribution, as they all offer distinct arguments that bolster the study's framework. The integration of these three theories has been carefully orchestrated to harness their collective strengths and provide a solid foundation for the research. According to Human Capital Theory, employees possess valuable skills and expertise that give their employers an advantage over competitors, making them valuable resources in formal jobs (Oliinyk et al. 2021; Pogodayev 2013). As proposed by Mkamburi and Kamaara (2017), the Talent-Based Theory posits that the individual talents possessed by employees serve as a valuable form of intellectual capital for organizations. Talent-based Theory, on the other hand, argues that talent is the sole resource that can provide an organization with the ability to compete effectively with other organizations (Rabbi et al., 2015). Therefore, businesses must focus on attracting and retaining a talented workforce (Tajfel & Turner, 1982). Finally, Social Identity Theory, as proposed by et al. (1982) asserts that a person's social identity is formed through their perception of themselves as part of a group. Demographic factors such as gender, ethnicity, and culture

have a significant impact on social identity as they promote the formation of these identities through socialization and internalization (Korostelina, 2007).

4. LITERATURE REVIEW

4.1 Employee Performance

Roa (2004) defines "employee performance" as the anticipated results that an individual or team is responsible for producing within a specified time-frame. Employees' actions in carrying out their assigned duties have a direct or indirect effect on organizational success or failure, as highlighted by Kamaruddin et al. (2021). There are various factors that contribute to employee performance, such as compensation, performance-based appraisal practices, promotion, and talent management (Evangeline and Thavakumar, 2015; Krishnan et al., 2020; Wadhwa & Tripathi, 2018). While some studies have shown that talent management has a positive impact on employee performance (Sopiah et al., 2020; Damarasri & Ahman, 2020; Kaleem, 2019), research on the performance of state government employees is still needed. Coaching can benefit all employees, regardless of their career level, by enhancing their performance. An organization's reputation depends heavily on the quality of its services, and the role of employee performance is also crucial in meeting this objective.

4.2 Talent Management

Researchers, including Obeidat et al. (2018) and Dagogo and Ogechi (2020), have explored the relationship between talent management practices and organizational effectiveness from a business perspective. Their findings propose that talent management can improve the effectiveness of human resource activities within companies. Al Mannai et al. (2017) studied on the influence of talent management strategies on competitive advantage in Bahrain Post and discovered that such strategies can enhance competitive advantage. Similarly, Al Aina and Atan (2020) analyzed the impact of talent management on organizational performance sustainability and observed that only learning, development, and career management practices have an effect. With reference to Byham (2001), Mercer (2005), and Olsen (2000), they consider talent management as a collection of standard practices, functions and activities of the human resource department, such as selection, recruitment, development, and career and succession management. According to Noe and Kodwani (2018), the significance of talent management has increased due to changes in job demands, the required skills, and the retirement expectations of the baby boomer generation, as well as the necessity of developing the next generation of business leaders. Sanjeev and Singh (2017) defined talent management as the acquisition, grooming, and retention of employees, as well as attracting qualified and experienced people to work for the organization. The purpose of talent management is to ensure high performance and sustainability of organizations that meet strategic goals and objectives (Massie, 2015).

Research conducted by Massie et al. (2016) revealed a significant association between talent management and organizational performance. Further investigations have suggested that a conducive climate that fosters creativity may serve as a mediating factor in this relationship (Ingram, 2016). Conversely, other studies have demonstrated a direct positive correlation between talent management and organizational performance (Latukha & Veselova, 2019). Additionally, scholars have found that talent management have a positive effect on employee performance in healthcare organizations in Pakistan (Bibi, 2018). In the context of Lebanon, researchers have identified a general agreement on talent philosophical system across various business (Tlaiss, 2020).

4.2.1 Literature Gaps

The majority of research on this topic has been outside of Malaysia and did not specifically address state government. Furthermore, the findings of earlier studies differed across industries and were not consistent. Therefore, since this study is concentrated on the state government in Malaysia, the outcomes of prior research cannot be directly applied to the current issue. To identify literature gaps, a systematic approach was employed, utilizing predefined criteria to search and select studies from diverse databases and sources, including academic journals, conference proceedings, and relevant research repositories. The criteria for study selection encompassed factors such as relevance to the research topic, sample size, research design, and methodological quality. The databases and sources were chosen based on their relevance to the research area and the availability of peer-reviewed and reputable publications. The process of deriving the table involved a systematic review and analysis of the selected studies to identify common themes, trends, and patterns related to the literature gap addressed in the research study. Thus, the gaps in the literature review are outlined in Table 1.

Table 1: Literature gaps

Authors	Identified gaps
Othman and Sumardi (2014).	This case presents the talent management practice used by Steelcase Manufacturing in Malaysia, which focuses on managing high performing employees.
Luna–Arocas and Morley (2015)	Previous studies, conducted in both public and private sectors, have found that talent management practices have an impact on job performance, but through job satisfaction acting as a mediator.
Mensah (2015)	The study offers a conceptual framework that explains how talent management practices affect different aspects of employee performance.
Rani and Kumar (2018)	A study conducted in India located in the National Capital Region of six IT companies identified a positive and significant relationship between talent management practices and employee effectiveness.
Alruwaili (2018)	This study in a Saudi Arabian company operating in Al Jouf and Northern Frontier Province found that talent management can be a strategic plan to improve organizational performance.
Masri and Abubakr (2019)	A study in Qatar and the Middle East analyzed how talent management and employee recognition affect employee performance in research institutions.
Dalal and Akdere (2021)	This study examined how talent management affects employee job outcomes in the manufacturing sector of India with organizational culture moderated the relationship between talent management and employee job-related outcomes.
Siswanto et al. (2021)	A weighted function technique was introduced in the study to simulate talent management strategy design and objectively recognize outstanding civil servants in the Government of West Java Province, Indonesia.
Abdullahi et al. (2022)	A study of Malaysian private universities investigates the mediating role of employee engagement on the relationship between talent management practices and employee performance, as well as the impact of talent management practices on employee performance.
Jimoh and Kee	This study explored the Nigerian banking sector on how employee performance is

(2022)	affected by talent management.
Bohórquez et al. (2022)	The study provided a diagnosis of the state of strategic management of human talent and existing work performance in the company "Stone Distributor".

4.3 Talent Acquisition and Employee Performance

The demand for highly skilled and internationally mobile workers, known as intellectual capital, is higher than the available supply (Ployhart, 2006; Ewing et al., 2002), resulting in a tight labor market. Tight labor market can be characterized by a scarcity of available talent and high competition for skilled workers, has become a prevalent challenge in the current employment landscape. This benefits competent workers with many job options (Srivastava & Bhatnagar, 2008), particularly in professional, information, knowledge, technical, and service industries (Ewing et al., 2002). Furthermore, job seekers prioritize finding the right organization and job fit (Rynes & Cable, 2003), causing organizations to focus on increasing their attraction to potential employees (Highhouse et al., 1999). This poses a significant challenge for recruitment organizations (Rynes, 1991) who struggle to attract skilled and competent individuals who will also align with the organization's needs and culture (Srivastava et al., 2008). Based on these factors, the study presents the following hypothesis:

H_1 There is a statistically significant relationship of talent acquisition on employee performance.

4.4 Talent Development and Employee Performance

According to Boštjančič and Slana (2018), talent development is an essential component of the talent management process. To maintain their performance in today's competitive environment, employees need to engage in continuous learning and development, as stated by Mohammed et al. (2019). Therefore, providing learning and development opportunities for employees are critical to upgrade their skills and meet the ever-changing business environment's demands, as suggested by Bibi (2018) and Al Aina and Atan (2020). Talent development encompasses planned efforts aimed at helping employees acquire job-specific knowledge, skills, and behaviours necessary for both employee and organizational success, as highlighted by Collings and Mellahi (2009) and Dalal and Akdere (2018). Planned efforts include proactive measures such as recruitment and selection strategies, talent development programs, succession planning initiatives, and retention strategies aimed at attracting, retaining, and nurturing top talent within the organization. Companies can use various talent development strategies, such as training, seminars, tutoring, counselling, or further education, to enhance their employees' skills, knowledge, competencies and attitudes in order to improve performance (Masa'deh et al., 2018; Dalal et al., 2018). According to Al Mamun and Hasan (2017), providing employees with training and development programmes can increase job satisfaction and lower turnover rates. Paposa and Kumar (2019) discovered that job satisfaction has a positive relationship with the effectiveness of training and development programs. In the current business landscape, creating a learning culture is crucial for organizations, where training and development, coaching, mentoring and succession planning are utilized as means to foster a learning organization. These talent management practices have the potential to result in improved organizational performance (Rawashdeh, 2018). Given the aforementioned arguments, the following hypothesis is posited:

H[2] There is a statistically significant relationship of talent development on employee performance.

4.5 Talent Retention and Employee Performance

Retaining skilled employees is the primary objective in the competition for talent, as it aims to keep them in the organization for longer periods of time (Al Aina & Atan, 2020; Szkudlarek et al., 2021). High employee turnover can have negative effects on a company's productivity and result in substantial acquisition costs (El Dahshan et al., 2018). Such costs may be direct, such as those associated with turnover, replacement, and transition, or indirect, such as production waste, decreased performance, irrelevant overtime, and low employee morale (Rawashdeh, 2018). In the current competitive business environment, retaining highly talented employees is essential for increasing organizational productivity, and reducing employee turnover is critical for improving employee job satisfaction (Al Mamun & Hasan, 2017).

Deery and Jago (2015) identified various organizational causes that influence talent retention, such as work schedules, remuneration, competency requirements, educational compatibility, and career progression, resulting in enhanced job satisfaction, organizational loyalty, and staff retention. The study by Hafez et al. (2017) on talent management at a public university in Egypt revealed that talent management components significantly impacted job satisfaction and employee retention. In addition, Kehinde (2017) and Hamidi et al. (2014) found a positive correlation between talent retention and job satisfaction. Therefore, we hypothesize that:

H[3] There is a statistically significant impact of talent retention on employee performance

5. METHODOLOGY

This study followed the Saunders' Research Onion methodological framework (Saunders et al., 2015) and established behavioral modeling studies (Leong et al., 2020a, b). It employed a positivist research philosophy that seeks to establish causal links through quantitative analysis, using a deductive approach to understand theories and notions that have received prior approval. Data was collected through a cross-sectional survey of employees working for the state government in Kelantan, Malaysia. This study employed a sample size of 385 employees, surpassing the minimum threshold recommended by Krejcie and Morgan (1970) to ensure adequate statistical power and representativeness in the research findings. The total number of employees in the Kelantan state government is estimated to be around 4,120 (SUK Kelantan, 2021).

Lehdonvirta et al. (2021) noted that many internet research studies nowadays use non-probability convenience sampling methods that are affordable and easily accessible. In accordance with their recommendation, this study utilized convenience sampling by distributing questionnaires to employees via WhatsApp. However, it should be noted that convenience sampling may introduce sample bias and limit the generalizability of the study's findings. Therefore, this study falls in between single-subject technique and randomized control group strategy in terms of methodological rigor. Despite employing a large sample size, the use of convenience sampling still has limitations in terms of generalization. The findings of this study can only be generalized to state government employees in Kelantan.

To ensure that the research question was effectively communicated and comprehended by the participants, the decision was made to utilize the Malay language, which was the native or commonly used language of the target population. This approach aimed to minimize language

barriers and enhance the clarity and accuracy of data collection and interpretation. Respondents were asked to rate their answers on a scale of 1 to 7, with 1 representing "strongly disagree" and 7 representing "strongly agree." It has been found that a 7-point scale produces a slightly higher mean score than a 10-point scale when compared to the highest possible score (Dawes, 2008). Data was collected through a self-administered questionnaire, which was adapted from Kaleem's (2019) research instrument with some modifications, and converting them into an online survey tool. Kaleem's (2019) study focused on examining the impact of talent management strategies on employee performance in chosen public sector organizations in the UAE. By adopting the self-assessment survey method used in the UAE and applying it in Malaysia, not only does this study make the method more adaptable, but it also enhances the diversity of the research approach. This study achieved a response rate of 67%, which is considered good. According to Mugenda and Mugenda (2003), a response rate of 50% is acceptable for analysis and publication, 60% is considered good, and 70% or more is regarded as very good. The analysis was conducted using SPSS version 26.

To ensure internal consistency, the reliability of each construct was assessed. As these constructs have not been previously explored in the context of talent management among employees of the state government in Malaysia, specifically Kelantan, the primary concern was to establish internal consistency or the extent to which the items within each construct are coherent. Cronbach's alpha coefficient was used to test for internal consistency. Following the recommendation by Nunnally and Bernstein (1994), a Cronbach's alpha coefficient of above 0.7 is considered appropriate for internal consistency, while items with ratings below the recommended alpha level of 0.7 should be removed to improve construct reliability. It is worth noting that all constructs used in this study have achieved an acceptable level of reliability. This study also conducted a multiple regression analysis, using employee performance as the dependent variable and talent management practices (talent acquisition, talent development, and talent retention) as the independent variables. Multiple regression analysis is a commonly used statistical procedure in both scholarly and applied marketing research (Mason & Perreault Jr, 1991), due to its versatility in handling different types of data and problems, ease of interpretation, resilience to violations of underlying assumptions, and widespread availability.

6. RESULTS AND DISCUSSION

6.1 Demographic Data

The demographic data of the respondents, including gender, age, education level, and work experience, can be used to determine their primary characteristics. Table 2 presents an overview of these characteristics.

Table 2: Demographic Data for Respondents

	Percentage %
Gender	
Male	59.0
Female	41.0
Age	
20-30 years old	24.9
31-40 years old	36.1
41-50 years old	33.2
51-60 years old	5.8
Education Level	
PhD	2.1

Master's degree	4.7
Bachelor's degree	47.0
Diploma	32.7
SPM	11.9
PMR	1.6
Working Experience	
Less than 2 years	27.8
3 - 5 years	17.9
6 - 8 years	17.7
9 years and above	36.6

Among the total respondents, 158 or 41% were identified as female, while 227 or 59% were identified as male. The largest proportion of participants, accounting for 36.1%, fell within the age range of 31-40 years old. The age distribution of the sample population consisted of 24.9% between 20-30 years old, 36.1% between 31-40 years old, 33.2% between 41-50 years old, and only 5.8% between 51-60 years old. The educational profile of the participants in the study revealed that 32.7% held a diploma, 11.9% possessed an SPM (Sijil Pelajaran Malaysia) qualification, 47% had obtained a bachelor's degree, 4.7% had a master's degree, 2.1% held a PhD, and 1.6% had a PMR (Penilaian Menengah Rendah) qualification, which is the minimum entry requirement for the Malaysian state government positions.

The working experience of the respondents shows that 141 or 36.6% of them had more than 9 years of experience, while 107 or 27.8% had less than 2 years of experience and 69 or 17.9% had 3-5 years of experience. Lastly, only 68 or 17.7% had 6-8 years of experience. The predominance of mid-level and senior-level employees in the state government workforce suggests a strategic focus on retaining experienced personnel by the government. The mid-level positions involve managing a department in the organization, while the senior level positions involve setting goals for the organization and framing its policies.

6.2 Reliability Test

According to the reliability testing, all the variables in the study met the recommended criteria, indicating good internal consistency. The alpha value, which measures the reliability of the questionnaire, was found to be close to 1, which is considered desirable. Values lower than 0.60 are considered undesirable, according to Sekaran and Bougie (2016). The detailed results of the reliability testing are presented in Table 3.

Table 3: Reliability result

Variables	Cronbach's Alpha
Employee performance	0.849
Talent acquisition	0.810
Talent development	0.901
Talent retention	0.830
Talent management	0.866

6.3 Descriptive Analysis

The mean and standard deviation for each dimension of both the dependent and independent variables were calculated. The standard deviation indicates the extent to which the data points are scattered or varied, while the mean indicates the central tendency of the data. Table 4 summarizes the mean values and standard deviation of the variables studied in the research.

Table 4: Mean and standard deviation of the research's variables

Variables	Mean	Standard Deviation	Order
Employee performance	5.59	0.89	1
Talent acquisition	4.81	1.14	4
Talent development	5.08	1.21	3
Talent retention	5.34	1.03	2

Table 4 shows that the Malaysian state government sector in Kelantan places significant emphasis on employee performance, as evidenced by the mean score of 5.59. This high value suggests that employee performance is considered essential, and the respondents have a positive attitude towards it. In addition, talent acquisition, talent development, and talent retention also received high mean scores, indicating that the Malaysian state government is actively engaged in attracting, training, and retaining talent to maintain superior performance.

6.4 Multicollinearity

The extent of correlation among independent variables used in multiple regression analysis is known as multicollinearity (Ramadan et al., 2017). Multicollinearity influences the ability to assess the exact significance of each independent variable. A strong predictor of the result might be overlooked and removed from the model when multicollinearity is high (Hair et al., 2010).

Multicollinearity is evaluated using Tolerance and Variance Inflation Factor (VIF) measures. VIF is computed as:

$$VIF = 1 / tolerance$$

If VIF = 1, it implies that there is no correlation between independent variables. If $1 < VIF < 5$, it suggests that variables have moderate correlation. When $VIF > 10$, it indicates weakly estimated regression coefficients and the presence of multicollinearity (Shrestha, 2020).

$$VIF = \frac{1}{1 - 0.633} = 2.72$$

For this study, the VIF is 2.72, implying that variables are moderately correlated and within acceptable range.

6.5 Hypothesis Testing Results

The purpose of hypothesis testing is to determine whether the alternative hypothesis is supported and the null hypothesis is rejected. The null hypothesis (H_0) will be rejected and the alternative hypothesis (H_1) will be accepted, indicating a positive effect, when the significance level p-value is less than 0.05. However, if the p-value is greater than 0.05, the null hypothesis is accepted instead (Sekaran and Bougie, 2016). The outcomes of the hypothesis testing are presented in Table 5.

Table 5: Multiple Regression of Talent Management Practices on Employee Performance

Variables	Model coefficients	p-value
(Constant)	1.935	0.000

91

Talent acquisition	0.257	0.000
Talent development	-0.065	0.271
Talent retention	0.609	0.000
Talent management	-0.110	0.004
R	0.795	
R²	0.633	
Adj. R²	0.630	

A multiple regression analysis was presented in Table 5 in order to examine the relationship between talent management (independent variable) and employee performance (dependent variable). The correlation value (R) between talent management and employee performance was found to be 79.5%, indicating a strong positive relationship between the two. The R^2 value of 63.3% indicates that 63.3% of the variation in employee performance can be explained by the independent variables of talent acquisition, talent development and talent retention.

The results of the analysis revealed that talent acquisition ($\beta = 0.257$, $p = 0.000$, <0.05) and talent retention ($\beta = 0.609$, $p = 0.000$, <0.05) significantly and positively affect employee performance, providing support for hypotheses H_1 and H_3. However, talent development was found to have a non-significant negative effect on employee performance ($\beta = -0.065$, $p = 0.271$, >0.05), leading to the rejection of hypothesis H_2. These findings highlight the significance of talent acquisition and talent retention as important factors influencing employee performance in the Malaysian state government sector.

6.6 Discussion

The statistical analysis conducted in the study unveiled that talent management practices explained a substantial proportion of the variance in employee performance, accounting for 63.3% of the observed variation. However, it was also determined that there were other factors, not accounted for in the study, which contributed to 33.7% of the variability in employee performance. Furthermore, the results indicated a positive and significant correlation between talent management practices and employee performance, which is consistent with previous research suggesting that such practices can enhance employee performance in the Industry 5.0 era by fostering innovation, creativity, and engagement (Bibi, 2019; Nagi & Mohammed Ali, 2020; Omotunde & Alegbeleye, 2021; Lydia, 2022; Panday & Kaur, 2023).

From the findings, the statistical analysis showed that talent acquisition and talent retention have positive and significant effects on employee performance. However, talent development did not show a significant effect on employee performance. To address this, the Malaysian state government should develop a comprehensive talent development strategy that focuses on attracting, engaging, developing, and retaining employees in the organization. This strategy should emphasize long-term development and allow employees to take ownership of their own development while aligning with the organization's overarching goals. In addition, the number of training hours provided to each employee should be carefully planned based on their seniority and job requirements.

Regarding talent acquisition, the Malaysian state government should continue implementing a talent acquisition strategy to locate, attract, and hire top talents. Although taking the first step is important, it is not enough, and it is crucial to provide ongoing training to ensure that the employees' skills are current with the latest technology and service advancements. Additionally, as a last resort, the government should provide competitive direct and indirect compensation

packages to retain talent. By prioritizing these areas, the state government of Malaysia can advance their talent management practices and enhance employee performance, which will ultimately contribute to the organization's growth and success.

7. CONCLUSION

The study reveals the impact of talent management practices on employee performance and recommends that the Malaysian state government implement talent management strategies to acquire, develop, and retain talent to adapt to changing requirements and improve organizational performance. Talent management is crucial for organizations to recruit, retain, and develop people to meet their present and future needs and gain a competitive advantage through the performance of talented employees. The study also suggests new directions for future research and encourages scholars to replicate and expand on the findings. Further research on talent management approaches is also recommended.

For the practical implications, the results of this study can provide valuable guidance to public sector managers. Specifically, managers are advised to place greater emphasis on recognizing employees with excellent performance on a regular basis. Additionally, more attention should be given to acquiring, developing, and retaining talent, as low levels of employee performance can lead to reduced productivity.

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AUTHORS' CONTRIBUTION

The introduction and literature review sections were authored by NSNMS and SMZ. The methodology section, data collection, and data analysis were carried out by SMZ and IHTA. NSNMS and WATWS contributed to the data analysis, findings, and conclusion sections. All authors have reviewed and approved the final manuscript.

CONFLICT OF INTEREST

The authors have no conflicts of interest to declare.

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