The Philisophy of Policy Brief on the Talent Management in Kelantan State Government during the Pandemic Covid-19

Iskandar Hasan Tan Abdullah[1], Sakinah Mat Zin[2], Nik Sarina Md Salleh[3], Wan Ahmad Tirmizi Wan Sulaiman[4], Mohd Noor Musa[5], Mohammad Zulhafiy Zol Bahari[6]

[1]Dr, Senior Lecturer, [2]Dr, Senior Lecturer, [3]Dr, Senior Lecturer, [4]Dr Senior Lectuer, [5]MASA Researcher, [6]MASA Researcher

Email: [1]iskandartan@yahoo.com, [2]Sakin405@uitm.edu.my, [3]Sarina707@uitm.edu.my, [4]wtirmizi@uitm.edu.my

[5]mohd.noor@insttitutmasa.com, [6]Tmohmammad.zulhafiy@institutmasa.com

Abstract

Government of Malaysia is emphasizing on development of talent in the public sector, as it is the most significant resource for the federal and state services. Even though, the government has invested in various programs and initiatives to develop and produce key talented human capital, Malaysia is still short of talented people and struggling to develop talent, and talented skillful people are leaving. The aim of this research is to identify talent management practices affecting state government employees and to develop a conceptual framework explaining their relationships. Previous literature reveals that there is a positive relationship between talent acquisition, talent development and talent retention, and employee performance. Although the relationships among the four constructs have been extensively studied in the extant literature, this research is one of the few, if any, in investigating the constructs in state government agencies or local authorities in Malaysia. If empirically supported, the proposed framework may provide an effective alternative in assisting state government agencies at attracting and nurturing talented workers. Ultimately, this research proposes the policy in talent management for the state government and other government agencies in Malaysia.

***Keywords**:* Talent Management, Pandemic Covid-19, Policy Brief, Kelantan State Government

1. Introduction

A policy often comes in the form of general statements about priorities, written regulations or guidelines, procedures and/or standards to be achieved. Hereby, the talent management in the Kelantan State Government are to form an outline to achieve the principles of Human Capital Transformation especially during the COVID-19 pandemic. This policy of Human Capital Transformation sets out the goals and planned activities of Kelantan State government, but it may be necessary to enable State government employees achieve their aims and must be guided by current government policy. Simply put, policy is the beginning of the journey that ends at government policy. Government Policy is the end point of all the activities of public servants.

This study on Talent management in the Kelantan State Government wants to contribute to the above-mentioned concerns and is focused on the contextual relevance. The aim of the study is twofold. First, we aim to increase our understanding of how Kelantan State Government conceptualize and shape their Talent management approach example like what is talent and talent management, what are the objectives, and their practices). Second, we particularly aim to clarify the underlying external and internal mechanisms and logics affecting the shaping of the Talent management approach in State government organizations. The origin of this study lies in two studies on Talent management in public sector organizations in Malaysia. The organizations in both studies there are State Government and Federal government adopted a different approach to Talent management either predominantly a soft, inclusive or a hard, exclusive approach and the data allow us to investigate what is the contextual factors influence the adoption of an inclusive or

a more segmented approach to people management in the public sector. We have used the theory on institutional mechanisms and institutional logics to build a theoretical framework in which the role of contextual factors in the conceptualization of Talent Management (TM) in terms of objectives and intended practices is incorporated.

2. Policy Brief Talent Management

Types of Policy Brief

There are two types of policy in use of Human Capital Transformation Policy for the Talent management of Kelantan State Government Employees:

Advocacy Policy

Advocacy means to actively support, influence or recommend something. Advocacy policy can be defined as an active, covert or inadvertent support of a particular policy or groups of policies by members of the public. The public may include nonprofit organizations, interest groups and even individuals. Advocacy policy has played a major role in influencing governmental decisions and legislation. Meanwhile, public policy is generally known as what the government chooses to do, or not to do [4]. It is a decision made by government to either act, or not act in order to resolve a problem. Public policy is a course of action that guides a range of related actions in a given issue or problem. It does not just take on a problem, but rather deals with a group of entangled and usually, long-term problems. For example, Human Capital Transformation in Talent management. Thus, this policy can be defined as the "organizing framework of purposes and rationales for government program that deal with specified Human Resource problems" [1]. Talent management (TM) is part of Human Resource (HR) processes to attract, develop, motivate, and retain high-performing employees both in government agencies as well as private sectors and organizations. Among the major risk faced by the organizations is to retain employees from leaving or resigning and moved to different companies since the organization had invested a lot on employees' training and development. Trained workers are considered valuable assets and almost irreplaceable to the organization since they have the knowledge, skills and experience required to perform specific job or tasks as compared to non-performing workers. The way to retain talent in the organization during recession and without dedicated budget is the same in time of recession and in time of economy's growth. In both situations, employers need to reconsider the appropriate way to compensate talent and identify factors that motivate employees to continue working and contribute to the organization examples such as enrichment of professional skills and achievement of career goals.

Objective Policy

The talent management and human capital transformation will help State Government in handling situation such as national disaster (COVID-19) era in managing their staff. Although they have faced difficulties during the pandemic in providing services to the public, this talent management and transformation will bet he guidance to state government in managing human capital. With the Guidelines from Transformation of Talent management during this era, it will be used as guidance to next phase in managing human resource especially during the pandemic era or during difficulties faced by the state government in the future. The management must realize about the need for managing talent in the organization by being aware of the specialized position, managers,

senior managers, general managers, which required specific skills and talents. A strategic decision needs to be developed or ensure that the organization are aware and able to identify employees who are highly skillful, including those high performers who can achieve their job objectives and goals. Upon identifying these talents or potential talents, management needs to develop and groom them as part of the work-career development process for these employees to hold higher-level positions in the organization's future thus strategically enable them to achieve the organization's goals. At the same time, our government must also play a role for example assisting these companies through fund support, training, international collaborations, and other resources to help with the talent management as part of the company or organizations growth. Talent development can also be pursued through coaching. Good coaches who can motivate and guide talented employees are important to develop and produce good managers. Management can consider hiring external business coaches who are competent and specialized in specific areas and skills to coach the selected employees. Hence, this policy is an effective instrument of action for the Kelantan State government outlining three important attributes related to talent management policy, namely the stability of staff, organization and procedures. This will play an important role in providing healthy public organizations during the COVID-19 pandemic.

Policy Brief Content

The total of Malaysian civil servants was 1.6 million in 2017 [7] and increased to 1.7 million in 2019. In 2021 budget, the government has prioritized the civil service sector in improving the civil service delivery system and welfare of civil servants [7]. The effectiveness of service delivery among federal and state government agencies has been the priority of the government as it is parallel with the aspiration towards sustainable economic growth as targeted in the Shared Prosperity Vision 2030 (WKB2030). Malaysia aims to become top civilizations worldwide and be listed among the top 20 most advanced countries in the world by 2050. Hence, Malaysia should nurture and retain talented workforce as valuable assets in the public sector for the growing economy to meet the status of a developed nation. Improving the performance of public and state government employees has been an ongoing effort for this country. But the challenge to make civil service even better is especially crucial now, given a more sophisticated and demanding society who expects ever better public service delivery. In its endeavor to become a high-income advanced economy, Malaysia has implemented the National Transformation Program (NTP). NTP is the centerpiece of the government's efforts to drive Malaysia towards high-income nation status. One of the aims is to modernize government operations in the public sector. Under the NTP, the Government Transformation Program (GTP) was targeted at improving public service delivery and strengthening public institutions. Nevertheless, further improvements are needed to improve the Malaysian public sector and increase its effectiveness. While the Malaysian public sector had performed well in the region, its progress was at risk of slowing down. Since 2014, the performance of Malaysia's civil servants has been declining. While Malaysia was doing better than others in South-East Asia, there was a big gap in the civil servant performance with Organization for Economic Co-operation and Development (OECD) countries. World Bank lead specialist claimed the indicator for government effectiveness exhibited the performance has stagnated in 2018. Indeed, it is below that of between 1991 and 2014[19].

Malaysia is losing the skilled talent that is needed to drive the country into a developed country and for further growth [2]. This situation is critical since talented employees are the key contributor of service excellence. Therefore, this study proposes that state government empowers its human capital to be competitive and subsequently turn out to be world-class civil servants. The performance of talents can make a measurable difference to current and future organizations. Both management and employees are responsible in achieving high performance [3]. That is the reason in talent management practice, an employee is evaluated before commencement of employment [5] such as talent acquisition. Moreover, most of recent empirical studies are based attracting creative and innovative talents for the growth and survival of businesses and organizations [6]. Despite the increasing interests in academic spheres at the global level [6], less attention has been paid to talent management issue in the public sector [11], particularly in Malaysian state government agencies. Indeed, Malaysia is struggling to retain talent [13]. The discussion of this study is expected to bring the understanding on talent acquisition, talent development and talent retention among employees in Malaysian state government agencies to cultivate and transform skillful resources to meet with the status of a developed nation. As such, this study shall establish the influence of talent management practices and performance of state government employees. The study contributes to the body of talent management literature with the main focus on the perspective of Malaysian state government servants from a developing country's viewpoint. Thus, this study objectives to look up on the following:

1) To investigate the talent management of Kelantan state employee work from home
2) To assess the affecting Kelantan State employee's performance during COVID-19
3) To investigate the human capital transformation in talent management affecting Kelantan state employee's .
4) To make recommendation based on human capital transformation in talent management affecting Kelantan state employee performance.

3. Critique Of Current Policy Option

Current policy options are not adapted to specific crises occurring in public services such as the COVID-19 pandemic health crisis. Therefore, the policy change is needed to reform talent management in the Kelantan State Government. Policy change refers to incremental shifts in existing structures, or new and innovative policies [7]. Policy reform is 'the process of improving the performance of existing systems and ensuring their efficient and equitable response to future changes' [8] Malaysia has gone through several important changes in its administrative system after the COVID-19 pandemic. This research provides recommendations for talent management policies to be changed or renewed by the respective authorities. Some Talent management problems cannot be solved because they are defined. Therefore, it may not be resolved by state government policy. Some policy expectations are beyond the government's ability, therefore can lead to policy failure. So, the new talent management policy that solves the problems of the Kelantan State Government will help solve the problems of other State government employees. The conceptualization of Kelantan State Personnel Talent management depends on the definition of public sector talent as well as the implementation of context-specific Talent management goals

[9]; [13]; [15]. The literature can be divided into four schools of thought, each of which defines public sector's talent management as:

1. Processes adopted to systematically recruit, develop, deploy, retain and engage public sector talent in the short and long term [9]; [10]; [14]; [17].
2. Strategies that facilitate the sector to face contemporary challenges including leadership development and service improvement [12]; [3], [15]; [9] Strategies that ensure public sector staff not only hold knowledge and capabilities, but also possess core values that are appropriate in the context, and that can address issues of poor governance such as corruption and nepotism [13];
3. A process to achieve an appropriate fit to support the implementation of strategic objectives in the philosophy, culture and structure of the institution [10]; [15].

Thus, we propose defining Kelantan State Government Employees Talent management to solve the critiques of current policy option as: The implementation of key procedures to ensure Kelantan State Government employees possess the competencies, knowledge and core values in order to address complex contemporary challenges and fulfil Kelantan State government strategic objectives for the common good.

4. Policy Implications

The policy implication for nowadays need to change for the better good governances and solving the Human Resources problems. The changing policy implication are being identified through this study. There are four core talent management practices identified for this research, such as Staffing and Recruitment, Training and Development, Rewards and Recognition, and Retaining practices. It is imperative to interpret the above practices from the practitioners' viewpoint, hence qualitative research is deemed relevant for this study, data was collected via focus group interviews and structured interview. Findings indicate a gap between employees and employers in terms of expectations of talent management practices. Employees are looking for better training opportunities and some form of remuneration and recognition that demonstrates full potential at work. Besides this, a decent work environment is important for employees to be innovative and perform better at work. Management transparency and open communication is essential to build trust which cultivates commitment and job satisfaction that eventually retain talent in an organization. Generation X managers find it difficult to manage their generation Y subordinates due to differences in value and attitude towards work. However, few have noted that open communication and equal treatment can help to manage this generation gap. Kelantan State Government Employees need to be focused and strategize their current Human Resources practices to be relevant and effective, in their own mold and not to emulate with other public agencies. Hence it is crucial for them to work with relevant situations and stakeholders [16].

5. Result And Discussion

Talent development is no longer just a nice-to-have employee benefit; it is now a critical function that promotes employee and organization growth as well as a clear leadership stream. Employees in today's market expect numerous opportunities for learning and development [18]. Reinvented educational solutions have accelerated the modernization of L&D choices, providing much-needed

adaptability with benefits for both employees and businesses. The issue for organizations is to implement adaptable, agile methodologies that meet the demands of many learners. Staff members must be respected as individuals. In research from [20] identified the lack of accountability and capability for talent development. [19] states that the majority of businesses consider their managers and executives responsible for producing business results, but not for developing talent. As recognized by many researchers that were and are conducted talent acquisition is deemed to be another challenge in talent management. As much as achievable, companies should promote from within, identifying high achievers from current employees for leadership positions. But in order to do this, companies would need a sizable personnel pool from which to draw. And in the current market, this is far easier said than done where is finding qualified workers is more challenging than ever due to high turnover rates and a worldwide skills deficit or loss [18]. The issue is made worse by a global skills gap, especially for highly technical professions that demand specialized knowledge. Unfavorable demographic changes, rising talent demand, and a shortage of qualified staff necessitate organizations improving their talent management systems [3]. While with most cases within organizations today, though being severely understaffed, recruitment teams are expected to find talent in dramatically higher numbers. Due to the increased employee expectations brought on by the turbulent changes to the workforce in 2020, offering choices like flexible working hours, wellness allowances, workforce education, and real promotion chances is all but necessary for effective recruiting efforts.

Among other vastly regarded challenges in Talent management is employee turnover or retention. No matter what an organization does, retaining high potential talent is a constant concern. Since the market is evolving so quickly and there are constantly seemingly better options outside of one's own business, managing talent is an issue for all organizations [21]. Turnover is an unavoidable reality for businesses, but retaining employees nowadays requires much more than one-time monetary rewards or of which are similar in rewards. Top employees in this situation have more options than ever before in a highly competitive job market, and their preconceptions have changed since the pandemic. Even though discussions on productivity and effectiveness are progressing well, several issues, including talented employee turnover, which plays a critical role in determining organizational efficacy, remain unresolved [22]. Talent management is focused on an employee's development from beginning to end. Employees will feel more valued, challenged, and content with their jobs as a result. Employee turnover rates may be high if talent management is not successfully implemented. Employee turnover rates occur when an employee believes that one ‘s job is static and that their pay will not be increased [20]. An employee does not want to perform the same tasks on a daily basis. Simply put, they want to improve their skills, advance in their careers, and assume new responsibilities. If an employee leaves, the company must restart the method of talent management. It's especially difficult when top management or high-level employees leave. The company must then quickly find replacements. The method of talent management may fail if managers are not present. Because the market is changing so quickly. All organizations face this concern when it comes to managing their talent. Succession planning seem to be a contributing challenge in talent management. Based on the findings [21] from [18], the future performance of an organization depends on how it evaluates and understands the value of existing people and the resources needed in the future. In line with [22] since employees are being considered for internal openings, it underlines the need to support career management activities

and can also be used as a retention strategy. The only disadvantage of this method is that it will result in fewer new employees joining the organization, especially at the management level [10]. Following [15] has specified three factors affecting the succession planning in talent management which are the succession planning itself, the size of the company and leadership development purposed from a research conducted by Dr Ashish Mathur in 2011. Based on these challenges that are identified, it is possible that because many of these difficulties are still present that some of them appear familiar. Events in the globe always change a company's overall talent strategy. Employees desire clarity and openness, benefits that are personalised for them, and possibilities for advancement especially during times of great change like the last several years. As so, a successful and a well thought out the talent management process could lead to further improvements in overcoming such issues and challenges in talent management.

Talent management could also support fair performance management procedures which measure quality and quantity, and which are likely to identify each employee's talent in everyday tasks [20]. For example, performance management used to evaluate employee performance based on quantified criteria such as time of response to clients and by using a quantified scale. However, today those scales measure qualified criteria as well for example team-skills by providing particular on-the-job examples that justify the possession of those qualitative competences [5]. This could lead to increased dialogues among employees, top management, and Human Resource professionals resulting in better employee morale, relationships and staff deployment [18]. Talent management could also enhance Kelantan State government employees move into new positions, which can facilitate succession planning and career development [6]. Talent management could also develop Kelantan State government employees by addressing their weaknesses and better foster their potential [15]. Another positive result of implementing Talent management in the Kelantan State government employees is that the state organization could satisfy employee needs with personal values, which may not be possible in a private sector working environment [14]. Therefore, the efficient application of Talent management could advance Kelantan State organizations into becoming an employer of choice [11], able to attract external talented individuals and consolidate job markets [9].

6. Policy Suggestion

The manner in which Kelantan State government organization function in different situations are complex. Whether inclusive or exclusive, the way Talent management are implemented very much depends on context. We have discussed the both internal and external parameters that are likely to impact on the successful implementation of Talent management and which need to be considered by Kelantan State Government. The internal influential factors were divided into practices that could facilitate Talent management implementation such as recruitment and selection, and into soft organizational elements that could drive or constrain Talent management implementation, such as organizational culture. The external influential factors were also divided into those that refer to the broader context of an institution such as national culture, and into those that are more specific to organizational contexts such as shortages in certain talents. Future policy suggestion needs to explore whether there are better or poorer Talent management practices, which could lead to a discussion on why and how a specific Talent management approach works in some contexts and not in others. It may also look at variances in talent and Talent management

conceptualization, as well as at the contribution of Talent management to more efficient Kelantan State government performance management by comparing and contrasting various types of administrative between their various departments. Finally, this research found that although Talent management originated in the private sector, it could bring benefits to the public sector. As argued, there is an interplay of the afore mentioned internal and external parameters which impacts upon the implementation of Talent management in the Kelantan State government context, leading to our proposed research agenda for Talent management in the State government which draws upon scholar and practitioner-related literature. We concluded by highlighting the potential of Talent management, if implemented effectively and appropriately, to support the Kelantan State government in addressing increasingly complex socio-economic and policy problems, changing labor markets, demographic patterns, the political landscape and its role within a digital economy.

7. Talent Management Policy

Recruitment Process

Without exception, the most valuable and successful organizations place a strong emphasis on attracting and hiring top talent. In fact, according to market worth, three of the top four most valuable companies in the world (Apple, Google, and Microsoft) determined that the performance differential from recruiting a top performer is at least 25 times greater than the value from hiring an average performer [19]. Thus, Kelantan State government shall recognize that the success of an organization is attributed to the talent of its employees. The organization must ensure that they have a compliant and competitive hiring process to yield the greatest talent. Therefore, the HR Department must follow the following process and guidelines:

- The best qualified job applicants are recruited both internally and externally.
- New hires and internal promotions and transfers are evaluated against the Kelantan State government competencies.
- The hiring process is cost effective.

1. Internal recruitment

Kelantan State government must believe in and support internal candidates as the best way to provide career advancement opportunities and retain the talents of the organization. In general, notice of all job openings, part-time and full time below the level of Kelantan State Government Secretary must be posted on the organization internal job board for a minimum of 10 working days.

Should an internal candidate not meet the qualifications for the posted position, or not otherwise be selected for interview or hire, the HR Department will provide the appropriate feedback to the internal candidate.

2. External recruitment

According to [19], the talent attraction component has three major areas:

I. *Employer branding*: building the external image as a desirable place to work.

At most large organizations, centralized HR controls the employer branding work. HR in Kelantan State government can build a strong employer brand by getting your organization placed on "Best Place to Work" lists, having a compelling and authentic corporate careers webpage, and ensuring that the features that make your company a "great place to work" are easy to find on social media and on the Internet.

II. *Sourcing*: HR Department manager should identify top prospects by name.

For instance, the hiring manager can use LinkedIn to find names. Many hiring managers who haven't kept up with social media fail to grasp the value of LinkedIn for finding top talent. Top organizations like Google use it, and so should all good recruiters and hiring managers. LinkedIn is full of top performers who are not actively looking, and their profiles make it easy to assess their capabilities and identify anniversary dates and the organizations they have worked at previously.

III. *Convincing those prospects to apply*: during any contact, getting them to make a formal application to the organization.

8. Conclusion

HR Department manager should call prospects. At many organizations, hiring managers avoid getting involved in the hiring process until the interviews begin. That reluctance can cost the organization because the most effective convincing approach is having the actual team manager directly call the top prospects to discuss the position. Kelantan State Government should also give priority to internal applicants compared to external ones if the internal candidates are equally skilled or even if less skilled but have the potential to grow in the new position. This is how the company promotes the people, develops, and retains them on a long-term. Kelantan State Government should promote an environment where career goals are listened and built into the development plans of the employees. Planning the future career of an employee is an optional part of the annual performance management process. Superiors are strongly advised to include this into their regular discussions with their employees. Employees should also have the drive to initiate this type of discussion with their managers. Employees should take personal responsibility for managing their careers, seeking feedback, assessing their own strengths and weaknesses.

Acknowledgement

The Authors want to thanks for the support and financial grant awarded to the team of researchers in UiTM Kelantan from Institute Of Future (MASA) and the contribution from the researchers namely Mohd Noor Musa and Mohammad Zulhafiy Zolbahari.

Refrences

[1]. Anderson, E.J (2015), Public Policy Making, 8th Edition, Cengage Learning, USA
[2]. Bernardin, H. J., and J. E. A. Russell. 2013. Human Resource Management: An Experiential Approach. 6th ed. New York: McGraw-Hill.
[3]. Clark, L. (2020). 5 leadership development trends to watch this year. *HR Future*, *2020*(2), 28-29.
[4]. Dye T.R (1992). *Understanding Public Policy 7th Edition*. Prentice Hall: New Jersey
[5]. Glenn, T. (2012). "The State of Talent management in Canada's Public Sector." Canadian Public Administration 55 (1): 25–51. doi:10.1111/j.1754-7121.2012.00204.x.
[6]. Gordon, G.J. & Milakovich, M.E. (1995). *Public Administration in America 5th Edition*. St Martin's Press: New York.

[7]. Hussin Jose Hejase, Ale J. Hejase, Ghinwa Mikdash, & Zakaa Farhat Bazeih. (2016). Talent management Challenges: An Exploratory Assessment from Lebanon. *International Journal of Business Management and Economic Research (IJBMER)*, *7*(1), 504–520. https://www.researchgate.net/publication/292994232_Talent_Management_Challenges_An_Exploratory_Assessment_from_Lebanon

[8]. InStride. (2022, March 30). Top talent challenges organizations are facing in 2022. https://www.instride.com/insights/challenges-of-talent-management/

[9]. Jing, Y., and Q. Zhu. 2012. "Civil Service Reform in China: An Unfinished Task of Value Balancing." Review of Public Personnel Administration 32 (2): 134–148. doi:10.1177/0734371X12438243.

[10]. Knill, C. and Tosun, J. (2012) *Public Policy A New Introduction*. Palgrave Macmillan, United Kingdom

[11]. Kock, R., and M. Burke. 2008. "Managing Talent in the South African Public Service." Public Personnel Management 37 (4): 457–470. doi:10.1177/009102600803700406.

[12]. Madurani, D. N., & Pasaribu, M. (2022). The Effect of Talent management on Employee Retention Mediated by Organizational Justice and Talent Perception Congruence. Proceedings of the 7th Sriwijaya Economics, Accounting, and Business Conference (SEABC 2021). https://doi.org/10.2991/aebmr.k.220304.031

[13]. Maphisa, S. B., Zwane, B. K., & Nyide, C. J. (2017). Succession planning and staff retention challenges: An industrial outlook and major risks. Risk Governance and Control: Financial Markets and Institutions, 7(3), 17–26. https://doi.org/10.22495/rgcv7i3p2

[14]. Mathur, A. (2011). Succession Planning: A Planning That Turns Out Into A Legacy. International Journal of Management and Technology, 19(2). https://docplayer.net/23511054-Succession-planning-a-planning-that-turns-out-into-a-legacy.html

[15]. Poocharoen, O. O., and C. Lee. (2013). "Talent management in the Public Sector: A Comparative Study of Singapore, Malaysia, and Thailand." Public Personnel Review 15 (8): 1185–1207. doi:10.1080/14719037.2013.816525.

[16]. Reilly, P. (2008). "Identifying the Right Course for Talent management." Public Personnel Management 37 (4): 381–388. doi:10.1177/009102600803700401.

[17]. Sullivan, J. (2016). Easy-to-Use Approaches to Attract Top Talent. In T. Bickham (Ed.), *ATD Talent management Handbook. Alexandria*, VA: ATD Press, 3-14.

[18]. Talentedge. (2021). Talent management Challenges that all Organizations Face. https://talentedge.com/articles/talent-management-challenges-organizations-face/

[19]. Thean, L.C. (2018, July 25). *Changes in National Policy to be Unveiled in September. The Star Online.* Retrieved from https://www.thestar.com.my/business/business-news/2018/07/25/changes-in-national-housing-policy-to-be-unveiled-in-september/

[20]. Wójcik, P. (2018). Shortage of Talents – a Challenge for Modern Organizations. International Journal of Synergy and Research, 6, 123. https://doi.org/10.17951/ijsr.2017.0.6.123

[21]. Young, Shaun P. ed. (2013). Evidence-Based Policy-Making in Canada. Don Mills, ON: Oxford University Press

[22]. Zama Mtshali, Cecile N. Gerwel Proche, & Paul Green. (2018). Challenges that Hinder Effective Implementation of a Talent management System: A Case of a Public Electricity Utility Company in Southern Africa. International Journal of Applied Engineering Research, 13(2), 1286–1293. https://www.ripublication.com/ijaer18/ijaerv13n2_61.pd