

Human Capital Transformation: Developing Talent Management Policy to Improve Kelantan State Employee Performance

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MASA POLICY DEVELOPMENT PROGRAMME

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PREFACE

Institut Masa Depan Malaysia (MASA) is an independent think tank that brings together experts in government and academia to provide quality research, policy recommendations, and analysis on the full range of public policy issues guided by the shared prosperity values.

Since its inception, MASA has been actively involved in shaping national policies and frameworks. MASA Policy Development Programme (MPDP) was introduced as a pioneering initiative aimed at promoting policy research among researchers from public and private universities across the country, in alignment with the Shared Prosperity Vision 2030 and the Sustainable Development Goals, which are integrated with the 12th Malaysia Plan.

Through the MPDP 1.0 initiative, 30 Policy Briefs have been successfully produced, encompassing policy input and recommendations across sectors such as economics, social issues, education, and sustainable development.

MASA expresses its gratitude to Dr. Iskandar Hasan Tan Abdullah and his team for the production of this policy brief. The commitment of the MPDP grant recipients, along with close cooperation with relevant stakeholders, is highly appreciated and is hoped to continue making a positive impact on national policy development.

Azril Mohd Amin

Chief Executive Officer

Institut Masa Depan Malaysia

ABOUT MASA

Institut Masa Depan Malaysia (MASA) is an independent think tank that brings together experts in government and academia to provide quality research, policy recommendations, and analysis on the full range of public policy issues guided by the shared prosperity values.

MASA was established in January 2019. The formation of the organisation was inspired and mandated by the Seventh Prime Minister, YABhg. Tun Dr Mahathir Mohamad and the Eighth Prime Minister, YB Tan Sri Dato' Haji Muhyiddin Bin Haji Md Yassin. It was founded out of a passion to forward the philosophy of shared prosperity in Malaysia and this region.

MASA also was commissioned by the government of Malaysia to author and develop the Shared Prosperity Vision 2030 plan as the new socioeconomic plan for Malaysia.

Our Vision

To be a thought leader on policy ideas and analysis guided by shared prosperity values.

Our Mission

To create a world where no one is left behind by influencing policymakers to develop data-driven policies that ensure equitable wealth distribution and continuous improvement of people's well-being.

ABOUT MPDP

MASA Policy Development Programme (MPDP) is a pioneering effort in promoting policy research that has become part of MASA's flagship project, in line with the 12th Malaysia Plan which is aligned with the Shared Prosperity Vision and the Sustainable Development Goals.

The research grant, introduced for the first time in 2021, received an encouraging response public and private institutions of higher learning as well as non-governmental organisations.

MPDP researchers have produced studies across various strategic areas, including multidimensional poverty, education for the B40 group, sustainable urban planning for low-income communities, regional inclusivity in Sabah and Sarawak, social enterprise models for Micro, Small and Medium Enterprises (MSMEs), green economy potential and food security.

Other strategic areas of studies include empowerment of the ecotourism sector, climate change, health preparedness and crisis resilience, addressing learning loss, business acceleration, affordable housing and social protection.

All these are reflections of the initiatives and aspirations, inspired by the 8th Prime Minister and Chairman of MASA, Tan Sri Dato' Haji Muhyiddin bin Hj. Md. Yassin.

LIST OF MPDP 1.0 POLICY BRIEFS

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NO	TITLE	PROJECT LEADER
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NO	TITLE	PROJECT LEADER
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23.	Ruang Hijau Bandar Sebagai Indeks Untuk Dasar Kesihatan Mental Mampan Semasa Pandemik	Assoc. Prof. Dr. Mohd Ramzi bin Mohd Hussain
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29.	Sustainable Development Goals (SDG): From STEM to Employability	Prof. Dr. Teoh Sian Hoon
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BIOGRAPHY

ISKANDAR HASAN TAN ABDULLAH

Iskandar Hasan Tan bin Abdullah is a highly accomplished academic, holding a Ph.D. in History and Civilization along with a Master of Public Administration. His impressive track record includes the publication and presentation of over 14 peer-reviewed papers, 21 journal articles, and 7 books and book chapters. He is a certified Integrity Professional trainer and a Prudent Financial Management certified associate, with a proven track record in securing grants, executing research projects, and managing courses and training programs. Iskandar excels in implementing innovative and interactive teaching methods, leveraging the latest technology.

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Wan Ahmad Tirmizi Bin Wan Sulaiman is a Lecturer at the Faculty of Administrative Science & Policy Studies, UiTM Kelantan. He holds a B. Sh Honors degree and Master of Public Administration from Universiti Malaya. With 15 years of experience, he has been a lecturer at UiTM Melaka from 2006 to 2013 and, more recently, at UiTM Kelantan. His research and grant involvement includes projects with UiTM and Nadma, Prime Minister's Office, focusing on the new norms of COVID-19 in Malaysia. He has several publications, such as "The Heritage of Administrative Politics Model of Traditional Malay Kingdom and Modern Malaysia Government."

Executive Summary

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. This study fills the gap by analyzing the comprehensive literature for the federal and state services in order to bring understanding on talent management issues within Malaysian state government context.

The aim of this research is to identify talent management practices affecting state government employees performance 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 five 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.

Talent management and human capital transformation will help the State Government in managing their staff who need to accept all the changes that occur. Environmental changes are inevitable and must be managed effectively so as not to provide negative impacts on talent management in order to provide the best service to the public.

The management and transformation of this talent will also be a guide to the state government in managing human capital. With the Guidelines from Transformation of Talent management during this era, it will be used as guidance to the next phase in managing human resources especially during difficulties faced by the state government in the future.

This research will come out with the Policy in The Human Capital Talent management for the State Government and other government agencies. It is hoped that this study can help and contribute to the field of public policy in Malaysia.

Introduction, Context and Problem Statement

The total of Malaysian civil servants was 1.6 million in 2017 (Ministry of Finance Malaysia (2016) and increased to 1.7 million in 2019 (Cuepacs, 2019). In 2021 budget, the government has prioritized the civil service sector in improving the civil service delivery system and welfare of civil servants (Ministry of Finance Malaysia, 2020).

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 (JPM, 2015).

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 (Performance Magazine, 2020). 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. (The Star, 2019b). 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 (The Star, 01 Jul 2019a).

Malaysia is losing the skilled talent that is needed to drive the country into a developed country and for further growth (Ananthan et al., 2019). 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 organisations. Both management and employees are responsible in achieving high performance (Cohen & Prusak, 2002). That is the reason in talent management practice, an employee is evaluated before commencement of employment (Quarstein, McAfee, & Glassman, 1992) such as talent acquisition.

Moreover, most of recent empirical studies are based on attracting creative and innovative talents for the growth and survival of businesses and organisations (McDonnell, et al., 2017). Despite the increasing interests in academic spheres at the global level (McDonnell, et al., 2017), less attention has been paid to talent management issue in the public sector (Hosseini, 2010), particularly in Malaysian state government agencies. Indeed, Malaysia is struggling to retain talent (Alias, Noor & Hassan, 2014).

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 identify the talent management of Kelantan state employees.
2. To assess the relationships between talent acquisition, talent development, talent retention and talent management in improving Kelantan state employee performance.
3. To develop a model and policies in talent management for the transformation of human capital of the State Government and other government agencies.

Key Messages and Recommendations

Recommendation 1

- To promote job satisfaction in a motivating environment by providing meaningful and challenging assignments to all our employees across different functions, roles and responsibilities.

Recommendation 2

- Ensure that State government develop, and deploy talented staff which enable it to accomplish its strategic objectives.

Recommendation 3

- Clarify mutual performance commitments, success metrics and expectations for increased organisational effectiveness.

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. In addition, the aforementioned policies do not emphasize talent development which was initially identified as the future human capital of the organisation. The weakness of this existing policy causes organisations to face loss of talent due to failure of talent development.

Talent development not only has an impact on the organisation but especially on the talent or people of the organisation to achieve self-satisfaction. Self-satisfaction is undeniably relevant to produce a high-quality workforce. Receiving the necessary training and development can play an important role as an investment in employees and retention. This will enhance their career progression and job satisfaction for a long time.

Furthermore, the Director General of the Malaysian Productivity Corporation (MPC) in his statement revealed that Malaysia's productivity recorded a decline in 2020, the worst in ten years (MPC, 2021).

As the government aims to develop a high-performing civil service by transforming the civil service and developing high-caliber future leaders, the 12th Malaysia Plan reports that the performance of the country's civil servants remains on par with some regional counterparts despite aspirations to become a high-income nation (The New Straits Time, 2021).

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 (Bennett and Howlett 1992). Policy reform is 'the process of improving the performance of existing systems and ensuring their efficient and equitable response to future changes' (Berman 1995: 27).

Indeed, 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 not clearly 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. Hence, 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 (Clarke and Scurry 2017; Garrow and Hirsh 2008; Thunnissen and Buttiens 2017).

The literature can be divided into four schools of thought, each of which defines public sector's talent management as:

- Processes adopted to systematically recruit, develop, deploy, retain and engage public sector talent in the short and long term (Glenn 2012; Guo et al. 2011; Harrisr and Foster 2010; Thunnissen and Buttiens 2017).
- Strategies that facilitate the sector to face contemporary challenges including leadership development and service improvement (Kock and Burke 2008; Rana, Goer, and Rastogi 2013); (3) 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 (Reilly 2008);
- A process to achieve an appropriate fit to support the implementation of strategic objectives in the philosophy, culture and structure of the institution (Garrow and Hirsh 2008; Thunnissen and Buttiens 2017).

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 fulfill Kelantan State government strategic objectives for the common good.

Policy Implications

This study proposes that the top management of Kelantan State government understands that one of the key elements of value creation is human resources, and that motivated workers are more likely to contribute to this process. Consequently, developing talent management policy is an HR tool, and should be integrated with organisational strategy.

Additionally, participating in a talent management initiative increases employees' feelings of value, which boosts engagement and performance. Superiors need to be aware that millennial employees in particular are said to have much lower levels of long-term commitment (Glazer et al., 2019).

This study's contribution can be viewed as filling a gap in research studies; attempting to identify talent management and its relationships with the performance of Malaysian state government employees.

The empirical evidence on the impact of talent management on the performance of Kelantan state government employees serves as a model for other state government employees in evaluating their performance in each element of talent management. As a result, state governments can assess how much they capitalize their assets in the above parameters to achieve high organisational productivity and performance

Looking at the practical implications, personnel of Kelantan State HRM division should note that the outcomes of talent management are dependent not only on the overall philosophy of an organisation, but also on the individual philosophies of those people who are responsible for the implementation of talent-management practises, primarily senior officers in state government departments and agencies.

Senior officers must clearly communicate and explain their organisations' talent philosophy to junior officers in order to ensure that talent management is implemented as intended. Senior and junior officers must share the same talent philosophy to send clear signals to their subordinates, whose perceptions, in turn, are important determinants of talent-management outcomes.

Results and Discussions

Talent management was identified to model its impact on state government employee performance in Malaysia. However, our key findings indicate that Talent management in the state government is ineffective, and fragmented.

This research is to provide insights about Talent management practices and policies in the Kelantan State Government. In doing so, survey questions from previous studies are adopted and customized to collect data. The sample of 385 Kelantan state government employees is utilized and the data are analyzed using SPSS version 22.

The relationship between talent management components and Kelantan State Government employee performance was investigated using multiple regression analysis.

The outcomes in Table 1.0 uncover talent acquisition ($\beta = 0.330$, $t = 5.770$), talent retention ($\beta = 0.712$, $t = 11.700$) and talent management ($\beta = -0.163$, $t = -2.900$) significantly influenced employee performance. Both t-values are statistically significant because their corresponding p-values < 0.05 .

Therefore, talent acquisition and talent retention are individually useful to the prediction of employee performance. Whereas talent development ($\beta = -0.089$, $t = -1.103$) with the p-value of 0.271, i.e., > 0.05 , does not contribute to the forecasting of employee performance.

The results of the study reveal that talent management (i.e., talent acquisition and talent retention) significantly influences business performance, but talent development does not.

Table 1.0: Multiple Regression Results for Business Performance

Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		11.285	.000
	Talent Acquisition	.330	5.770	.000
	Talent Development	-.089	-1.103	.271
	Talent Retention	.712	11.700	.000
	Talent Management	-.163	-2.900	.004

a. Dependent Variable: Employee Performance

Due to the insignificant finding, it can be said that talent development is not individually reliable for the prediction of Kelantan State Government employees' performance. Hence, the human resource management (HRM) personnel of the state government need to pay more attention to efforts in developing employee talents.

These talent development efforts are necessary to foster learning, employee engagement, talent management, and employee development, thus driving organisational performance, productivity, and results (Galagan, Hirt & Vital, 2020).

As argued by Datta et al. (2021), there is a need for broadening the scope of HRM practices and supervisory support in creating a talent development climate to achieve greater success in fostering innovation in organisations.

Moreover, Enwereji & Emmanuel (2022) stressed that development and training, and organisational commitment are the competencies required of talent managers to retain talents in the organisation.

Talent management could also enhance Kelantan State Government employees' move into new positions, which can facilitate succession planning and career development (Glenn 2012). Another positive result of implementing Talent management in the Kelantan State Government employees is that the state organisation could satisfy employee needs with personal values, which may not be possible in a private sector working environment.

Employees will feel more valued, challenged, and content with their jobs as a result (InStride, 2022). Therefore, the efficient application of Talent management could advance organisations into becoming an employer of choice (Kock and Burke 2008), able to attract external talented individuals and consolidate job markets (Jing and Zhu 2012).

In line with two out of four catalytic policy enablers in the Twelfth Malaysia Plan 2021-2025 (Twelfth Plan) (i.e. developing future talent and strengthening the public service), the Kelantan State Government should recognise the current gaps in talent and focus on talent management policy, besides strengthening its emphasis on integrity and transparency.

In the Twelfth Plan, priorities are given on developing a high-performing civil service, advancing the whole-of-government approach. This Plan with the objective of 'A Prosperous, Inclusive, Sustainable Malaysia', encompasses the first half of the Shared Prosperity Vision 2030.

Policy Recommendations

This research found that Talent management could bring benefits to the public sector. If implemented effectively and appropriately, Talent management could 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.

In addition, the policy should also encourage the public-private sector to provide upskilling to existing employees and industrial training that suit future graduates, and life-long learning programmes in line with the Fourth Industrial Revolution (4IR) and Digital Transformation to galvanize government, non-profits, and business communities.

In the Shared Prosperity Vision 2030 (WKB2030), Strategic Thrust 3-Transforming Human Capital highlights the goal of human capital transformation in improving Malaysia's workforce through initiatives that emphasize professional development and retraining.

In line with this, talent management in the state government of Kelantan needs to be improved in the area of human capital development during the pandemic period. It is very important towards achieving WKB2030's Vision in promoting human capital development among the staff of Kelantan state government.

The role of the Kelantan state government is to hold career development training in career management interventions to develop and improve talent management among workers aged 26 to 40 years.

Moreover, the Kelantan state government should make a policy intervention which means an intervention for transforming the Kelantan State organisation into an organisation that has high productivity human capital. In fact, the state government needs to emphasize the practical aspects of changing the basic character of the organisation culture, especially in relation to talent management development.

This involves how to reorganize the organisation of the Kelantan state government in line with the WKB2030's Vision, so as to have a relationship with a conducive environment. This situation is very necessary, bringing the important alignment between organisation and its competitive environment, among the organisation strategy, design elements and culture.

One of the practical aspects that can make the strategic plan of the central government and the state government successful in talent management development is to set a clear and achievable vision and mission that can reflect the personality of the Kelantan state government organisation.

It can be achieved via leveraging the Key Economic Growth Activities (KEGAs) as outlined in WKB2030 i.e., the Islamic Finance Hub 2.0 (KEGA 1), Digital Economy (KEGA 2), and Halal and Food Hub (KEGA 6). All HR strategies and management should concentrate on these three (3) potential areas.

State-linked agencies and relevant departments should come up with the list and focus on the type of high-impact sub sectors within these KEGAs. In order to achieve these, it is necessary to set measurable objectives and have an action plan related to employees, technology and human capital development. Cooperation with other state government organisations can also further increase the development of human capital in achieving the vision of shared prosperity.

(A) Talent Management Policy

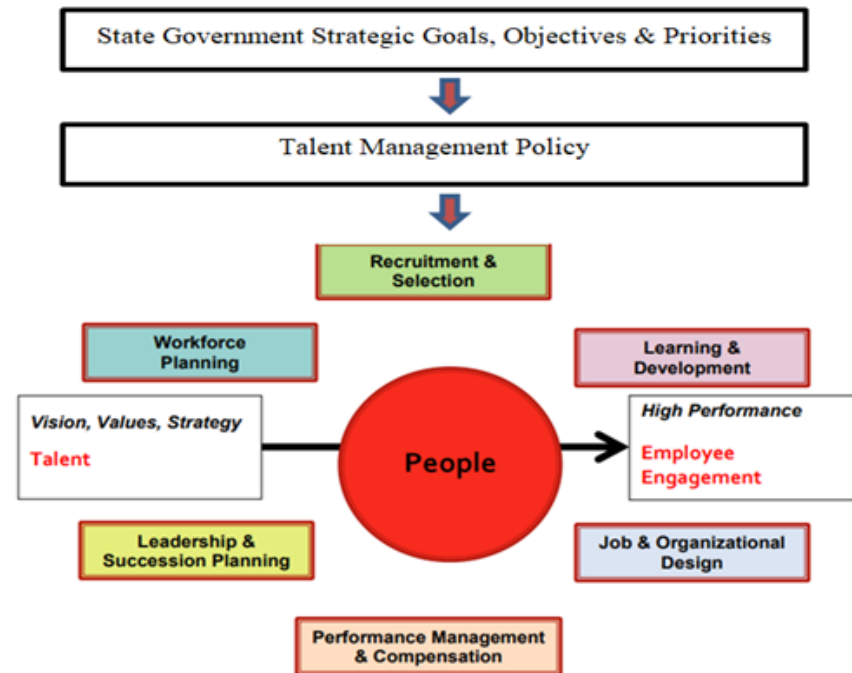
Talent-based theory states that talent is the only resource that can assist in acquiring and maintaining a competitive advantage, and therefore organisations must focus on attracting and retaining a talented workforce (Rabbi et al., 2015). In addition, the McKinsey Talent Model emphasizes on the effectiveness of a talent-management programme, which is most strongly influenced by the HR function's involvement in fostering a positive employee experience and a strategic HR function (Andrianova, Maor & Schaninger, 2018).

Both theories are crucial when organisations want to create winning teams made up of talented workforce.

Malaysia's workforce is central to the country's long-term economic growth and productivity. One of the targets in WKB2030 Strategic Thrust 3 is to attain 35% of high-skilled workers in the labor force, thus the unemployment rate can be reduced tremendously. To uphold this initiative, the Kelantan State government needs to have an effective talent strategy that will make sure its goals are met.

(B) Kelantan State Government’s Talent Management Policy – the Model

The Talent Management Policy deliberately links the people strategies and HR practices to the strategic goals, objectives and priorities of the State Government



The goal of the Talent Management Policy is to guarantee the accomplishment of institutional goals by finding, luring, developing, and retaining talent across the board. Consequently, the following are the goals of the Talent Management Policy for Kelantan State government:

- Ensure that Kelantan State government recruit, keep, develop, and deploy talented staff which enable it to accomplish its strategic objectives.
- Clarify mutual performance commitments, success metrics, standards, and expectations for increased organisational effectiveness, efficiency, and effectiveness.
- Promote job satisfaction in a motivating environment by providing meaningful and challenging assignments to all our employees across different functions, roles and responsibilities.
- Reward talented employees, especially those with scarce and critical skills.
- Encourage and support our personnel in developing the skills necessary to carry out their current responsibilities as effectively and efficiently as possible while putting them on the path to future growth (both personal and organisational) and competency agility.

Furthermore, Talent Management Policy in Kelantan State government must emphasize a few key components, discussed below:

(1) Recruitment Process

Without exception, the most valuable and successful organisations 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 (Sullivan, 2016).

Thus, Kelantan State government shall recognize that the success of an organisation is attributed to the talent of its employees. The organisation 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.

(2) Internal Recruitment

The 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 organisation. 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 organisation's 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.

(3) External Recruitment

According to Sullivan (2016), the talent attraction component has three major areas:

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

At most large organisations, centralized HR controls the employer branding work. HR in Kelantan State government can build a strong employer brand by getting your organisation 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.

- **Sourcing: HR Department managers 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 organisations 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 organisations they have worked at previously.

- **Convincing those prospects to apply: during any contact, getting them to make a formal application to the organisation**

The HR Department manager should call prospects. At many organisations, hiring managers avoid getting involved in the hiring process until the interviews begin. That reluctance can cost the organisation because the most effective convincing approach is having the actual team manager directly call the top prospects to discuss the position.

(4) Equal Opportunities

The 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 long-term.

(5) Career and Development Plan

The Kelantan State Government should promote an environment where career goals are listened to 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.

(6) Development of Talents using Depth Strategy

To meet future demand, the depth strategy must be used by the Kelantan State Government. This strategy targets a much smaller audience of leaders—high potentials/talents at each level of leadership who must be prepared to advance to higher levels of leadership. The creation of talent pools for leadership roles critical to the organisation's long-term success.

(7) General Administration

Each management member is responsible for ensuring that this policy is communicated to his/her employees and administered consistently and fairly.

Conclusion

In summary, Kelantan State Government can accomplish more of its goals if it creates the best Talent management policy to find the talented and high-skilled employees; and make it in line with the entire organisational goals. Ultimately, the state government will be able to accomplish the principles of Human Capital Transformation envisioned in Strategic Thrust-3 of the Shared Prosperity Vision 2030 (SPV2030).

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