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THE GAME ON 2022:

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THE FUTURE IS BRIGHT**

**FACUTLY OF HOSPIATLITY, TOURISM AND WELLNESS,  
UNIVERSITI MALAYSIA KELANTAN**

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# **The Factor of Talent Management Towards Job Satisfaction Among Employees at Travel Agencies in Kota Bharu, Kelantan**

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## **ABSTRACT**

*Talent management and job satisfaction have been studied in both global and Malaysian contexts because one of the variables affecting work happiness is talent management. There are many problems which still arise from the staff themselves and some from employers because of the problematic management system. The objective of this research is to examine the factor of talent management towards job satisfaction among employees at travel agencies in Kota Bharu, Kelantan. This research used quantitative approach which is convenient sampling and the data was collected through an online survey using social media such as Facebook, WhatsApp and Instagram from 186 employees in travel agencies. Based on the SPSS result, the three factors have a positive relationship with job satisfaction among employees at the travel agencies that lead by succession planning and followed by reward and recognition and performance management system. In conclusion, all hypotheses are supported and answered.*

*Keywords: Talent Management, Job Satisfaction, Performance Management System, Succession Planning, Reward and Recognition*

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## **INTRODUCTION**

As far back as the late '90s, talent management has been researched as a key factor in job satisfaction, employee retention, and organisational effectiveness. As soon as McKinsey consultants coined the phrase "battle of talent," it became a catchphrase in 1997, and corporate executives and academics have paid close attention to talent management (Lei, Basit & Hassan, 2018). So, until now, the educational written work has been focused on establishing rational importance of talent management (TM) and exploring its impact on various levels of execution, with the goal of establishing high ground and improving motivation and engagement among capacities (Kamal & Lukman, 2017).

Talent management is a systematic method to recruiting, retaining, developing, engaging, identifying and utilising those talents that are valuable for a business in order to achieve strategic long-term success (Gallardo-Gallardo, Thunissen & Hugh Scullion, 2019). Most firms throughout the world are confronting a major talent management dilemma. Inadequate talent leads organizations or firms to compete for the same talent to retain, develop, and achieve the organization's goals effectively and efficiently (Sopiah, Kurniawan, Nora, & Narmaditya, 2020).

Talent management and job satisfaction have been studied both globally and in Malaysian contexts because one of the variables affecting work happiness is talent management. It may be used to streamline the recruiting process and develop individuals with the skills and abilities required to satisfy the organization's present demands (Yogatama & Susanti, 2019). The jobs satisfaction is described as a combination of environmental and psychology, and aspects that contribute to individual honesty stating that they are satisfied with the work. Moving forward to the twenty-first century, job satisfaction has been defined as a

combination of employees' favourable or unfavourable attitudes and feelings about their jobs (Yogatama & Susanti, 2019).

This research goal is to see how talent management affects job satisfaction among employees at the travel agencies in Kota Bharu, Kelantan. Talent management in Malaysia is still in its infancy and is not fully matured, as we all know. Most organizations' talent management processes are not well documented and are quite dispersed. As a result of this, Malaysia has been experiencing a talent deficit because of "brain drain", which refers to the outflow of talent to other nations, resulting in a dearth of trained and experienced personnel as well as an insufficient talent pipeline. The inability of Malaysian firms to retain talent has resulted in high costs for recruiting and replacing talented employees (Lei et al., 2018). The location chosen is Kota Bharu, Kelantan. There are three objectives of this research:

1. To examine the relationship between the performance management system and job satisfaction among employees at the travel agencies in Kota Bharu, Kelantan
2. To examine the relationship between the succession planning and job satisfaction among employees at the travel agencies in Kota Bharu, Kelantan
3. To examine the relationship between the reward and recognition and job satisfaction among employees at the travel agencies in Kota Bharu, Kelantan

## **Significance of the Study**

### ***Scholars and Academic Researchers***

This research is significant for scholars and academic researchers. This research will provide them with interesting insights about factors in talent management with job satisfaction among employees in travel agencies that will serve as reference material or as a basis for the future research and serve as a springboard for future research on similar topics and issues related to the factor of talent management on job satisfaction among travel agencies.

### ***Travel Agencies***

Other than that, this research also benefits travel agencies by providing new knowledge, latest information and statistics to assist in resolving the issue that might affect the job satisfaction among employees in travel agencies in Kota Bharu, Kelantan. This research also helps travel agencies in finding a way to keep employees happy at work that will result in higher job satisfaction, motivation, and performance. It will aid travel agencies in Kota Bharu, Kelantan in customizing their employees' trainings and development programmes.

### ***Human Resource Management***

The result of this research may assist human resource management in recognising, identifying, and comprehending how to reduce and resolve employee dissatisfaction and also to increase job satisfaction. It will assist effective human resource management by providing them to determine the extent to which their employees are satisfied with their job. Furthermore, it provides a point that may assist HRM in clarifying jobs based on the employee qualifications and work experience, as well as their position in their field of work, in order to achieve high performance that benefits both the organisation and the employees.

## **LITERATURE REVIEW**

### **Definition of Job Satisfaction**

The word "job satisfaction" relates to an individual's attitude and sentiments about their employment. Job satisfaction is shown by positive and favourable views about the job (Loan, 2020). Job satisfaction is a feeling that arises from the belief that occupations provide for one's

material and psychological requirements (Loan, 2020). Furthermore, job satisfaction is determined not only by the degree to which the work itself offers satisfaction relating to certain job features, but also by the importance of these job traits to the person (Janicijevic, Nikcevic, & Vasic, 2018).

Other than that, job satisfaction is a personal attitude based on an individual's experience, it differs from the organisational environment perceived by the typical employees or the collective attitudes of organisation personnel about their work (Janicijevic et al., 2018). Job satisfaction is a commonly researched measure in organisational behaviour research, as well as a fundamental component in both organisational research and theory. What is agreed upon is that job satisfaction is a broad emotional work orientation towards one's current job and employer that stems from cognitive processes (Wnuk, 2017).

### **Performance Management System**

Performance management system has to follow certain guidelines like understanding who advise the system, the role of training and development, the 6 complementary roles of superiors versus employees and its alignment with the organisational objectives, feedback rewards and etc. (Razack & Upadhyay, 2017).

The performance management system is an essential factor that has a link to employee work satisfaction and the issues of talent retention (Napitu, 2017). A badly designed performance management system, on the other hand, may lead to work discontent, job burnout, and staff demotivation. As a result, employees who understand their job functions as needed by the business report higher levels of work satisfaction (Lei et al., 2018). A performance management system necessitates more frequent interactions between managers and employees than does a traditional assessment process, which only occurs once a year (Lei et al., 2018).

### **Succession Planning**

Organizations need human capital to achieve their long-term objectives. Succession planning is an effective human capital development approach for identifying, recognising, preparing, and establishing a group of people to serve their company in response to future organizational demands (Ali, Mahmood, & Mehreen, 2019). According to Ali et al. (2019), individual efficiency and effectiveness were believed to be the primary objectives of succession planning. In order to overcome the issue of poor individual selection, succession planning helps to establish a pool of talented individuals.

According to Lei et al. (2018), there are previous studies claiming that succession planning would result in increased work satisfaction, stronger performance, and better retention of skilled individuals. Succession planning has been shown in many studies to have a direct influence on staff retention (Lei et al., 2018). Job dissatisfaction has been identified as one of the factors contributing to employee turnover. An employee that is happy with their job will opt to stay with the company for a longer period of time (Lei et al., 2018). As a result, it is reasonable to believe that succession planning, job satisfaction, and talent retention are all linked (Ritchie, 2019).

### **Reward and Recognition**

The notion of reward and recognition has acquired great relevance in contemporary times and has caught the attention of organisational administrators and researchers similarly (Meena, Girija, & Visagamoorthi, 2019). As a result, reward and recognition are employed in a variety of enterprises throughout the globe to motivate employees to perform better. As a type of reward and recognition, these incentives include both financial and non-financial incentives. (Meena et al., 2019).

Employee engagement is positively correlated with reward and recognition. Reward programmes are effective instruments for increasing employee performance. These are

inextricably tied to employee engagement. According to Lei et al. (2018), the term "reward" refers to what workers want from the company or what they get in the form of cash in exchange for favourable working circumstances. Lei et al. (2018) stated that rewards may take many forms, including financial, non-financial, and psychological advantages bestowed by an institution. So, rewards are perks that a firm delivers to its workers in exchange for excellent performance.

### Research Hypotheses

The research hypotheses of this study are formulated to see whether there are any relationships between the research dependent variable and independent variables.

- H<sub>1</sub>** Performance management system has a positive relationship with job satisfaction
- H<sub>2</sub>** Succession planning has a positive relationship with job satisfaction
- H<sub>3</sub>** Rewards and recognition have a positive relationship with job satisfaction

### Research Framework

Figure 1 below shows the research framework used in this research

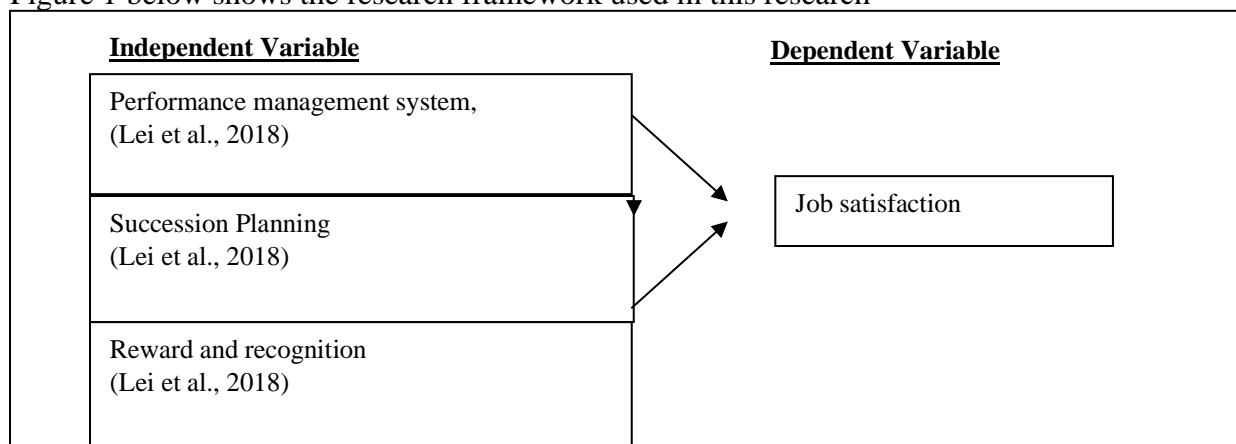


Figure : Research Framework

## METHODOLOGY

### Research Design

This research applied the quantitative approach where questionnaires were distributed to 186 employees in travel agencies in Kota Bharu, Kelantan. In this research, the target populations chosen consist of employees at travel agencies aged between 21 to 50 who live in Kota Bharu, Kelantan. The current version of Statistical Package Social Science was used to examine all of the data (SPSS).

Moreover, a set of questionnaires was distributed to the population to collect the data which are employees in travel agencies in Kota Bharu, Kelantan. The researcher divided the questionnaire into 5 sections which are Section A, B, C D and E. For Section A, it focused on the demographic details on the respondent including gender, race, age, marital status, and monthly income. For Section B, C D and E, the questions elaborated more on the dependent variable and independent variables which were performance management system, succession planning, reward and recognition and job satisfaction that were examined in the survey. There are 4 questions for each variable. This questionnaire had a format comprised of multiple choices questions and a Likert scale that ranged from 1 to 5.

## Data Collection

The data was collected through online surveys. The surveys for this research were distributed using the Google form application. The Google form link was distributed to employees in travel agencies using social media platforms such as Facebook, WhatsApp and Instagram. During this pandemic outbreak, it was very convenient to decrease costs, save time, and find major application.

## Sampling

The sampling method used in this research was the non-probability sampling which is convenience sampling. This research used this method because questionnaires were prepared and distributed through the online platform to gather information from the respondents. The questionnaire was distributed to employees in travel agencies in Kota Bharu, Kelantan through social media.

$$s = \frac{x^2 N p (1 - P)}{e^2 (N - 1) + x^2 p (1 - p)}$$

n = sample size

N = population size

e = degree of accuracy expressed as proportion (0.05)

$x^2 = \text{chi square of degree of freedom 1 and confidence 95\%}$

p = proportion of population (if unknown, 0.5)

Table 1: The number of Employees in Travel Agencies in Kota Bharu, Kelantan

City Name	Number of Employee in Travel Agencies in Kota Bharu, Kelantan 2022 MOTAC (Employee)
Kelantan (Kota Bahru)	370

Source: [www.motac.gov.my](http://www.motac.gov.my), Ministry of Tourism, Art and Culture, Malaysia

## Data Analysis

This research uses four different types of data analysis which are frequency analysis, descriptive analysis, reliability test and Pearson correlation analysis. SPSS version 26 was used to analyse the data collected.

## FINDINGS

### Result of Frequency Analysis

Table 2: Frequency Analysis

Profile Respondent	Frequency	Percentage (%)
<b>Gender</b>		
Male	72	41.1
Female	103	58.9
Total	175	100
<b>Age</b>		



21 – 30 years	133	76.0
31 – 40 years	40	22.9
41 – 50 years	2	1.1
Total	175	100
<b>Race</b>		
Malay	148	84.6
Chinese	20	11.4
Indian	7	4.0
Total	175	100
<b>Marital Status</b>		
Single	110	62.9
Married	65	37.1
Total	175	100
<b>Monthly Income</b>		
RM 1000 - 2099	65	37.1
RM 2100 - 3099	91	52.0
RM 3100 - 4099	17	9.7
RM 4100 - 5099	2	1.1
Total	175	100

As can be seen in Table 2, female respondents dominated the response in this survey at 103 or 58.9% compared to male respondents at 72 or 41.1%.

This result is also aligned with the domination of respondents aged between 21 to 30 years with 133 respondents (76.0%), followed by the age range between 31 to 40 years at 40 respondents (22.9%). Respondents by the age range between 41 to 50 years is the lowest respondent which is 2 respondents (1.1%).

Next, in term of race, Malay is the highest respondent with 148 respondents or 84.6%. and followed by Chinese with 20 respondents or 11.4%. Indian is the lowest with 7 respondents or 4.0%.

Other than that, in terms of marital status, 110 or 62.9% of respondents are single and 65 respondents or 37.1% are married.

Lastly, in terms of monthly income, most of the respondents are paid from RM2100 to RM3099 which represents 91 respondents or 52.0%; while 65 respondents or 37.1% are paid from RM1000 to RM2099. 17 respondents or 9.7% are paid from RM3100 to RM4099, and 2 respondents or 1.1% are paid from RM 4100 to RM5099.

### Result of Descriptive Analysis

Table 3: Descriptive Analysis

Variable	Item	Mean Score	Standard Deviation

Job satisfaction	I appreciate the job that I perform at my employment	4.62	0.594
	My present employment pays well and I am happy with my wages	4.55	0.593
	My workplace has a great atmosphere for me to work in	4.57	0.602
	I am pleased with the person in charge of my supervision	4.53	0.633
Performances management system	My company offers a career promotion strategy to help employees grow and develop	4.55	0.613
	My company prioritises internal employees for advancement chances	4.57	0.582
	My superior provides me with frequent performance comments	4.59	0.663
	Employees that do well are rewarded appropriately	4.57	0.621
Succession planning	Employees in my company have the opportunity to get promotion	4.58	0.689
	My company give training for employee in order to enhance their careers	4.57	0.562
	If there is an opening in a supervisory or managerial role in my company, internal employees will be given the opportunity to apply	4.59	0.598
	If one employee leaves my company and the effect on the department's operation and performance is minor	4.51	0.642
Reward and recognition	My company gives me an annual raise based on my job performance	4.65	0.578
	My company encourages workers to perform better by providing additional benefits and rewards	4.53	0.633

	My boss congratulates me on a job well done	4.56	0.648
	I am pleased with my organization's award and recognition policy	4.53	0.623

Based on Table 3, job satisfaction makes up of four (4) questions. The range M-score for 4 items in the construct of the job satisfaction is from 4.53 to 4.62. The query with the highest is *'I appreciate the job that I perform at my employment'* (M=4.62, SD=0.594) followed by *'My workplace has a great atmosphere for me to work in'* (M=4.57, SD=0.602), *'My present employment pays well and I am happy with my wages'* (M=4.55, SD=0.593), and *'I am pleased with the person in charge of my supervision'* (M=4.53, SD=0.633).

Other than that, performance management system has four (4) questions. The range M-score for 4 items in the construct of the performance management system is from 4.55 to 4.59. The highest to lowest score was reported as *'My superior provides me with frequent performance comments'* (M= 4.59, SD=0.663). There are two questions that have the same means which are *'My company prioritises internal employees for advancement chances'* (M=4.57, SD=0.582), and *'Employees that do well are rewarded appropriately'* (M=4.57, SD=0.621) and followed by *'My company offers a career promotion strategy to help employees grow and develop'* (M=4.55, SD=0.613).

Next, succession planning makes up of four (4) questions. The range M-score for 4 items in the construct of the succession planning is from 4.51 to 4.59. The query with the highest is *'If there is an opening in a supervisory or managerial role in my company, internal employees will be given the opportunity to apply'* (M=4.59, SD=0.598) followed by *'Employees in my company have the opportunity to get promotion'* (M=4.58, SD=0.689), *'My company give training for employee in order to enhance their careers'* (M=4.57, SD=0.562), and the last one is *'If one employee leaves my company and the effect on the department's operation and performance is minor'* (M=4.51, SD=0.642).

Lastly, reward and recognition have four (4) questions. The range M-score for 4 items in the construct of the reward and recognition is from 4.53 to 4.65. The highest to lowest score was reported as *'My company gives me an annual raise based on my job performance'* (M= 4.65, SD=0.578) and followed by *'My boss congratulates me on a job well done'* (M=4.56, SD=0.648). There are two items that have the same means which are *'My company encourages workers to perform better by providing additional benefits and rewards'* (M=4.53, SD=0.633), and *'I am pleased with my organization's award and recognition policy'* (M=4.53, SD=0.623).

### Result of Reliability Analysis

The Table 4 below shows the result of reliability analysis

Table 4: Reliability Analysis

Variable	N of Items	Cronbach's Alpha
Job satisfaction	4	0.797
Performances Management System	4	0.747
Succession Planning	4	0.742
Reward and Recognition	4	0.732

Referring to the Table 4, the reliability ( $\alpha = 0.797$ ) on the job satisfaction has shown to have the highest Cronbach alpha value in all variables. This value is accepted for this research as well.

The ( $\alpha = 0.797$ ) proved that the 4 items measured on job satisfaction maintain internal consistency and were linked to each other. The acceptance of all variables involved in this research is based on previous study by Lei, Basit & Hassan, (2018) and Schober, Boer, & Schwarte (2018) rule of thumb Cronbach's alpha.

The reliability ( $\alpha = 0.747$ ) on the performance management system has shown to have the highest Cronbach alpha value for independent variables. The ( $\alpha = 0.747$ ) attained has shown that each item is well linked to one another, and have recognized the internal consistency reliabilities of all 4 items measured, since the Cronbach's alpha surpasses the recommended value by previous study.

In addition, the reliability of Cronbach's ( $\alpha = 0.742$ ) found on the succession planning indicates as acceptable value for this research. The ( $\alpha = 0.742$ ) also indicates a good internal consistency among all 4 items measured on succession planning variable.

The last one, the reliability of Cronbach's ( $\alpha = 0.732$ ) found on reward and recognition variable was also accepted for this research. The ( $\alpha = 0.732$ ) also indicates a good internal consistency among all 4 items measured on reward and recognition variable.

### Result of Pearson Correlation Analysis

Table 5 below shows the Pearson Correlation Analysis

Table 5: Pearson Correlation Analysis

Hypothesis	P-Value	Result (Supported/Not Supported)
<b>H<sub>1</sub></b> : There is a positive relationship between performance management system and job satisfaction	0.651	H1 is supported
<b>H<sub>2</sub></b> : There is a positive relationship between succession planning and job satisfaction	0.800	H2 is supported
<b>H<sub>3</sub></b> : There is a positive relationship between Reward & Recognition and Job Satisfaction	0.764	H3 is supported

Hypothesis 1 (H1) proposed that performance management system has a moderate positive relationship with job satisfaction. The Pearson's correlation result in Table 4.9 revealed that the performance management system shows value of Pearson's correlation, which is  $r = 0.651$ ,  $p = 0.000$ . Thus, the result accepts hypothesis 1 (H1).

Furthermore, Hypothesis 2 (H2) proposed that succession planning has a high positive relationship with job satisfaction. The Pearson's correlation result in Table 4.9 revealed that the succession planning recorded value of Pearson's correlation result, which is  $r = 0.800$ ,  $p = 0.000$ . Thus, the result accepts hypothesis 2 (H2).

Hypothesis 3 (H3) anticipated that reward & recognition have a high positive relationship with job satisfaction. Based on the Pearson's correlation result in Table 4.9, the data showed that reward & recognition are recorded in Pearson's correlation result,  $r = 0.764$ ,  $p = 0.000$ . Thus, the result accepts hypothesis 3 (H3).

### DISCUSSION AND RECOMMENDATION

As stated in the first chapter of this research, discussions are aimed at answering questions and addressing hypothesis. In general, this research has thoroughly examined the factor of talent management towards job satisfaction among employees in travel agencies.

Based on the data analysis results, the present research would give several recommendations for scholars and academic researchers, travel agencies and human resource management.

Travel agencies must manage their employee to keep them in the good condition. It can be used to streamline the recruiting process and develop individuals with the skills and abilities required to satisfy the organization's present demands (Yogatama & Susanti, 2019). Organizations may benefit from coaching or mentoring by enhancing employee performance, strengths, contentment, customer service quality, oversight, and total cost per employee. If they execute the thing, employee experience will increase job satisfaction, positive career attitudes, and organisational commitment.

The research findings are also essential for future research continuation. Firstly, researcher recommends future research to do simple questions to make respondents easier and clear to answer the questions. It can save the respondents' time and our time in collecting data. Furthermore, the survey should be distributed at the right time such as weekend or during holiday because respondents have free time to answer the questions out of their work time and can give honest answers.

Future researchers can expand and enlarge the sample and target of the research such as from city to state which is from Kota Bharu, Kelantan to the whole Kelantan which to get a higher number of respondents based on employees at travel agencies. This is because the selected population and sample size is just in Kota Bharu, Kelantan which amounts 370 employees. This will provide a higher number of respondents who could improve the results. The number of questions in each section can also be enhanced by comparing places studied elsewhere by demographics

Other than that, more methodological work is needed for the reference of researchers. It can be done using qualitative to capture the experiences and opinions about their job for example, those who have positive, negative or mixed experiences in travel agencies. They volunteer themselves to participate in this kind of research. Future research can use combination between quantitative and qualitative method because the data is more accurate such as personal interview to solicit future response

Lastly, future research can use other variables such as working condition and coaching as their independent variable to get more data about the relationship between talent management and job satisfaction. This is because research discusses only a few factors that have relationship with job satisfaction among travel agencies. The future research can use more variables in one research.

## **CONCLUSION**

In conclusion, this research aims to discover the factor of talent management toward job satisfaction among employees in travel agencies in Kota Bharu, Kelantan. Three independent variables, namely performance management system, succession planning and reward and recognition have been chosen to examine their relationships with the dependent variable, which is job satisfaction among employees in travel agencies in Kota Bharu, Kelantan. In order to get the information and the result, a total 186 Google Form questionnaires were administered and keyed into the SPSS version 26. From this research, the result shows that the independent variables which are: performance management system, succession planning and reward and recognition, have a positive relationship with dependent variable. Overall, based on Pearson's correlation analysis, the hypothesis were accepted because there are positive relationships between the independent variables and dependent variables.

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