CERTIFICATE

I acknowledge that have read this thesis and in my/our opinion this thesis is sufficient in term of scope and quality for the award of Bachelor of Technology Management (Innovation Technology) with Honour

Signature   : ....

Supervisor name   : ....MUZHIFFUN MUZAPIT....

Date   : ....1/7/2013....................

THE EFFECTIVENESS OF
SELECTION METHOD ON SEEKING TALENT

NOOR AZLIANA BINTI SAARI

This report submitted in partial fulfillment for
Bachelor of Technology Management (Innovation Technology) with Honours

Faculty of Technology Management and Technopreneurship (FPTT),
Universiti Teknikal Malaysia Melaka

JUNE 2013

RECOGNITION

"I admit that this report is a product of my own work except the abstract and citation for each of which I have mentioned the sources."

Signature : ....

Name : Noor Azliana Binti Saari

Date : ...28 JUNE 2013.............

ii

DEDICATION

I would like to dedicate this research to my beloved parents and my siblings. Their unconditioned love and encouragement have allowed me to strive and push myself beyond limits that I never thought would be possible. With their support, I was able to complete this research paper smoothly. I will give this thesis as a special gift for my parents especially to my father and mother for their support, this also as feedback for what they have done for me during my whole life.

iii

ACKNOWLEDGEMENT

In the name of Allah, the Most Gracious and the Most Merciful.

First of all, my sincere thanks to my supervisor, En Mukhiffun Bin Mukapit, for the incessantly encouragement and support to me. He always monitors me from the beginning until now. All the guidance and knowledge that I obtain from her would never be wasted and I can use this information in the future. Without the advice and guidance from her, I probably will not get completed in time provided.

I also want to thank to my friends who have helped me directly and indirectly in complete this research. Thank you in particularly pronounced to my group best friends who shared idea and information with me. With your guidance, it was helped me a lot in completing this report. We have made discussion together in getting the information and how to make a good report.

Most important, I would like to thank my family member especially my parent which helped in giving me encourage while I am studying far away from them. They also understand the situation and always support me from behind even in my difficult time.

ABSTRACT

The hospitality industry as a primary industry in Malaysia and thriving in economic global. Hence, the important to identify selection worker for meet industry requirement. On the other hand, the effectiveness of selection method in talent management as a one way for getting the workers has a talent. These researchers attempt to study the effectiveness of selection method in seeking talent. Permaisuri Hotel was selected among the hospitality industry to investigate how the company is capable to use the effective selection method based on talent. The research utilized the SPSS 15.0 to analyze the data collected. In this research, also getting the data from secondary source like books, journal, and article report and so on for collecting data related to this study. The frequency method in SPSS has been used for identifying the effectiveness of interview, test and assessment center in seeking talent. The correlation method also used for identifying selection method that very effective in seeking talent. A sample of 50 respondents of Permaisuri Hotel Melaka was surveyed using a structured questionnaire as an instrument. The result shows the interview, test and assessment center effects in seeking talent and interview are method those very effective in seeking talent.

ABSTRAK

Industri hospitaliti sebagai industri utama di Malaysia dan berkembang maju dalam ekonomi global. Oleh itu, penting untuk mengenal pasti pekerja pilihan untuk memenuhi keperluan industri. Di sisi lain, keberkesanan kaedah pemilihan dalam pengurusan bakat sebagai satu cara untuk mendapatkan pekerja-pekerja yang mempunyai bakat. Kajian ini akan mengkaji keberkesanan kaedah pemilihan dalam mencari bakat. Permaisuri Hotel telah dipilih di kalangan industri hospitaliti untuk menyiasat bagaimana syarikat itu mampu untuk menggunakan kaedah pemilihan yang berkesan berdasarkan bakat. Penyelidikan nenggunakan kaedah SPSS 15.0 untuk menganalisis koleksi data. Dalam kajian ini juga, data didapati dari sumber sekunder seperti buku, jurnal, laporan artikel dan sebagainya untuk mengumpul data berkaitan dalam kajian ini. Kaedah kekerapan dalam SPSS telah digunakan untuk mengenal pasti keberkesanan temuduga, ujian dan pusat penilaian dalam mencari bakat. Kaedah korelasi juga digunakan untuk mengenal pasti kaedah pemilihan yang amat berkesan dalam mencari bakat. Satu sampel 50 responden dari Permaisuri Hotel Melaka telah dikaji dengan menggunakan soal selidik struktur sebagai instrumen. Hasilnya menunjukkan bahawa kaedah temu bual, ujian dan penilaian berkesan dalam mencari bakat dan temuduga adalah kaedah yang paling berkesan dalam mencari pekerja berbakat.

vi

TABLE OF CONTENT

LIST OF TABLE

xi

LIST OF FIGURE

LIST OF APPENDIX

CHAPTER 1

INTRODUCTION

1.1   Introduction

Human Resource Management (HRM) has been in existence for many decades now, though its scope has undergone drastic changes. Originally, HRM was synonymous with the personnel department, which was an administrative unit to hire people, pay salaries (Michael, 2006), and according to Phillips (2005) absenteeism, employee turnover and other similar measurements were only used. Nowadays, HRM function has become strategic in nature and can be viewed as a management school seeking to build a company's competitive advantage through the strategic use of cultural, structural and personnel practice to develop talented and devoted employees.

A recent global study in HRM, leaders shows that talent is the most critical issues facing HR departments worldwide. Talent is important in employee performance so that can improve the organization productivity. Talent as a natural aptitude that is in a person, which enables improving organizational and individual performance. Besides

1

that, in workplace talent as an individual skill who can make a difference to organizational performance. Talent also is comprised of a collection of typical human resources department practices such as recruiting, selection, development, and career and succession management (McKenna, 2002).

Selection method is the best way for identifies the talented worker to meet organization requirement. Various selection methods used the organization for job application so that the candidates meet the necessary criteria and so the initial step in selection is categorizing candidates as probable, possible or unsuitable. The selection method that used the organization to choose candidates based on talent such as interview, test and assessment center. The research will identify the effectiveness of selection method in seeking talent at Permaisuri Hotel Melaka.

1.2   Problems Statement

The success of organizations in business environment depends on talent and performance worker in the organization. The process of recruiting and selection workers in public and private company concern too many and needs attention. Majority the organization select worker without using the best methods in selection workers. Even though, each organization wish to attract the best human resources to meet the organization requirement however the unconventional selection method that used by organizations.

Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. Talented workers are required by each organization for maintaining the organizational performance and productivity. Thus, human resources must manage and developed in alignment with the organizational goals and strategies.

2

that, in workplace talent as an individual skill who can make a difference to organizational performance. Talent also is comprised of a collection of typical human resources department practices such as recruiting, selection, development, and career and succession management (McKenna, 2002).

Selection method is the best way for identifies the talented worker to meet organization requirement. Various selection methods used the organization for job application so that the candidates meet the necessary criteria and so the initial step in selection is categorizing candidates as probable, possible or unsuitable. The selection method that used the organization to choose candidates based on talent such as interview, test and assessment center. The research will identify the effectiveness of selection method in seeking talent at Permaisuri Hotel Melaka.

1.2   Problems Statement

The success of organizations in business environment depends on talent and performance worker in the organization. The process of recruiting and selection workers in public and private company concern too many and needs attention. Majority the organization select worker without using the best methods in selection workers. Even though, each organization wish to attract the best human resources to meet the organization requirement however the unconventional selection method that used by organizations.

Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. Talented workers are required by each organization for maintaining the organizational performance and productivity. Thus, human resources must manage and developed in alignment with the organizational goals and strategies.

2

Each organization wants to achieve its stated objectives and goals organizations that needed for selecting the best worker through selection method.

Hence, the researcher has identified Permaisuri Hotel Melaka using the three methods for getting the talented people and method that effective in selection workers. The selection method that used in organization not all get identify the talent workers, so this research examine method that used effectives in seeking talent in term of knowledge, skill, ability and others. The study identifies the effectiveness of selection method in seeking talent at Permaisuri Hotel in Melaka.

1.3   Research Question

The research questions, which served as a guide to the study, are:

    i.   What is the effectiveness of the interview, test and assessment center method in seeking talent at Permaisuri Hotel Melaka?

    ii.   What is the selection method that very effective in seeking talent at Permaisuri Hotel Melaka?

1.4   Research Objective

In earlier sections, the researcher briefly analyzed how talent get identify in selection worker and why the seeking talent can improve the organization productivity. Based on the above mentioned, following are the questions that we aim to answer in this study:

3

i. To identify the effectiveness of interview, test and the assessment center method in seeking talent at Permaisuri Hotel Melaka.

ii. To identify a selection method that very effective in seeking talent at Permaisuri Hotel Melaka

1.5 Scope

The scope of this research based on talent and selection method that used by Permaisuri Hotel Melaka. In talent, the research just for definition and importance of talent in organizing. The second scope about the selection that used by the organization to identify the selection people to meet the organization require. The last scope examines the best method in talent. In selection, methods like interview test and assessment center that used for select the best candidate have talent more.

1.6 Limitation

The limitations of this research are only the Permaisuri Hotel Melaka. Our research limit on company area, staff, human resources manager and manager from another department. Besides that, the research limit on one company only that using the selection method in select candidate to meet the company requirement. This research just looks at the effectiveness of the selection methods of assessment work to find talented employees.

4

1.7 Location of Research

The location of this research concentrated study in Permaisuri Hotel Melaka, Jalan Food City, Melaka International Trade Centre, 75450 Ayer Keroh, Malaka. Research also focused on the inside of the company, especially in the human resources department, other department and all staff.

1.8 Summary

The summary in this research opening of the introduction about the chapter 1 whereby tell a little bit about the research that want to make. Besides that, continue to tell about the research question or problem statement that have identified in the research. The research question is a question to which the objectives will be studied in this research later. After identifying the problem statement in this research, the research must be the objective about this research. Objective research includes what is wanting the research and this research based on the objective. In this chapter one, also include the scope and limitation of this research. The scope of this research tells the scope of interest in this research. The research that conducted must be important and advantages to companies or researcher.

5

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

The review of literature is a key process of any research project as it allows research to be placed in context. Equally, it does not only become familiar concepts, theories and arguments associated with the research topic but also identify any gaps in the audience's knowledge (Veal, 1997; Finn, Elliot-White and Walton, 2000). The data collected during this process was extracted from a variety of sources. Some of them the data included electronic databases like Emerald Library, books, reports, conferences and websites.

Talent management treats talent management processes as a system of interrelated parts that help companies to strategically leverage talent. By recognizing the interrelated nature of talent management, companies are able to better develop, promote, and select their talent to meet current and business needs. The employee selection is important to identify the effectiveness this method in seeking talent. Companies using the three-selection method are interview, test and assessment center for choose the talented people in term of knowledge, skill and ability (KSA).

6

2.2   Talent management

According to Armstrong, (2006), talent management is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future. The aim is to secure the flow of talent, bearing in the mind that talent is major corporate resource but according to CIPD, (2006) also talent management is the systematic attraction, retention, identification, development, engagement, retention and deployment of those individuals with high potential who are particular value to the organization. Talent also include the knowledge, skill, abilities and others that the worker needs to have (Julie Beardwell, 2010).

According to Lewis and Heckman, (2006) human resource department such as recruiting, selection, development and career and succession management (Julia Christensen Hughes, 2008) always use talent management. Talent management is an important part in selecting workers so that this company selects performance workers. According to Roer Martin and Mihnea Moldoveanu, (2003):

Table 2.1 Definition of Talent

Talent = capacity to learn + capacity to relate + capacity to act accordingly and the value of the organization

2.2.1   Knowledge, Skill and Ability

KSA is one of the talents that should be on an employee to meet the job requirements. KSA include knowledge, skills, and abilities that an applicant must have to perform successfully in the position. Knowledge, skill and ability usually divided into two main categories like technical and behavioral. Technical KSAOs measure acquired

7

knowledge and "hard" technical skills, e.g., Knowledge of accounting principles or the ability to create and manage Microsoft Access databases. Behavioral KSAOs measure "soft" skills the attitudes and approaches applicants take to their work, such as the ability to collaborate on team projects or the ability to communicate orally with a broad range of individuals (Anon, 2013).

According to (Ngo, 2010), knowledge is a body information that can applied directly with performance task. Skills also are a proficient manual, verbal, or mental manipulation of people, ideas, or things and abilities is a capability to perform job functions, perform with activities while applying or using the related knowledge.

2.3   Selection definition

There are many definitions of the selection from a variety of sources and scholars expressed their views. Among them is the opinion according to Griggs v. Duke Power, (2007) employers must be able to show that the job specifications used in selecting employees for a particular job relate specifically to the duties of that job.

Selection is the process where by organization chooses from a list of applicant's person or persons who best meets the criteria selection for the position available. Although, the definition emphasizes effectiveness selection, the result about whom to hire must also be made efficiently and within the boundaries set forth in equal employment opportunities legislation. Thus, actually have multiple goals that related to the organization selection process, include choosing candidate that meet or exceed performance goals associated with the position to be filled, accounted to effectiveness organization by staying with the organization on a long-term and different position and perform quality work and can trust and reliability with their jobs and the organization (Ivancevich & Konopaske, 2013)

8

According to (McKenna & Beech, 2001) selection is the referred to as the final stage of the requirement of the recruitment process when a decision is going to be made on who the successful candidate will be. According to Edenborough, (2005) selection defined as a combination process in selecting one or more candidate for job require or roles. Assessment as a systematic process for understanding the individual performance or group either currently or in a predictive.

Selection is the process of choosing the best person for from the job applicants attracted during the recruitment process. Selected candidates done using a variety of selection technique to match the individual's skills, knowledge, attitudes and experience to the requirements of the job. (Anon, 2007). There are several types of methods used by companies to identify candidates who will be working with the right talents to the company. Application of the selection method, process, factors, effects and so important to determine a candidate's talent.

The goals any selection is to identify with accurate that candidate have knowledge, skill, abilities and other characteristic dictated by the job. System selection should be able to distinguish between characteristic that needed at the time of hiring, those that systematically acquired during the practice and person has been placed on the job. The different from criteria selection needed to assess these KSAOs different qualitative (Ivancevich & Konopaske, 2013).

2.4   Selection Method

Selection method is a method used by the organization choosing the most suitable candidates from of group of application for an available vacancy. (Aminuddin, 2011). Method will be used by organisation for identify the talented candidate in term of skill, knowledge and ability for work in organisation. Selection method also important

9