Talent Management Practices and Job Performance among Academic Librarians: A Proposed Framework

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Abstract. Talent management practices are an important process for an organisation to maintain and secure excellent staffing for a long time due to sustainable organisation performance. However, in ensuring the preparation of quality and excellent succession staff in development, there are still weaknesses that need to be taken into account by the organisation for that purpose, which include in academic library. Previous studies claimed that among the factors were limited program development related to talent management, the role of libraries and librarianship proficiency, and job insecurity issues. Therefore, this article aims to explore Talent Management Practices (TMP) and Job performance (JP) among Academic librarians (AL) in Malaysia. A proposed framework discovered in this paper is five (5) main areas of TMP namely: job competency (JC), job environment (JE), job reward (JR), job training (JT), and job development (JD). This paper is explored through an analysis of the critically relevant literature and found that the need for talent management development programs, librarian competencies, and job rewards have a relationship in creating important conditions for en-couraging librarians to show good career performance in organisations. It is believed that this paper will provide relevant information on positive work behaviors that will assist libraries and universities in providing effective ser-vices to benefit students and academic staff in academic and research pro-grams.
Keywords: Library management, talent management, succession planning, academic librarian, job performance

1   Introduction

Today's management world is more competitive than ever before, and it makes employee management more challenging and complex. Therefore, due to the needs and pressures of the environment, the responsibilities of the head of the organisation are

considered to be overburdened. As employee challenges to the environment are increasing, a more effective and prepared management approach is needed. The rapid development of technology has further promoted this, leading managers to prepare ideas that meet current needs, especially in the world of academic libraries. Kaliannan et al. (2016), highlighted that talent management practice as the process of recruitment, training and development, rewards and recognition, and retention practices. In the context of talent management, professional development plays a critical role in supporting the identification and development of high-potential employees within an organisation. By providing employees with opportunities for professional development, organisations can help their employees reach their full potential and prepare them for future leadership roles.

Formal training programes, mentoring, coaching, job rotations, and self-directed learning are examples of professional development. Professional development approaches may differ depending on an individual's needs, goals, and learning preferences of the individual. Effective professional development, on the other hand, should be aligned with an individual's career goals and provide opportunities to learn and practise new skills in a supportive environment (Roberto Luna et al., 2020). In line with current needs, evaluation, and assessment of job performance, management needs to understand the content of issues related to the development of staff competencies according to the organization, and in this context, university management has a big role in determining it. Organisations need to realise that employees must contribute not only knowledge, skills, and abilities, but also emotion, creativity, teamwork and personality. Therefore, these factors need to be considered, as they serve not only expecting recognition and reward, but they also want status, and social acceptance from top management.

In order to build future leaders, the most important thing for an organisation is to rely on systematic succession planning advising by senior management. In line with efforts to strengthen planning and organisation in terms of human resources, especially career development, the replacement plan is seen as an effective and important process. Therefore, every public organisation, especially senior managers, needs to have an effective plan to provide opportunities for subordinates to develop their careers in the public sector by providing ready-to-use for preparation for the emptiness of future leaders (Rohana & Ahmad, 2019). It has an important role to play in the overall long-term success and preservation of organisation operations.

All of the organizations applied talent management (TM) toward succession planning including the library. As a center of knowledge, the library is an organisation that contributes to the formation of a cultured society. Generally, in Malaysia, there are (5) five types of libraries, namely national libraries, state libraries, academic libraries, specialised libraries and school libraries or resource centres. National libraries in Malaysia known as Perpustakaan Negara Malaysia (PNM) play a big role in the dissemination of information and knowledge targeting to build a knowledgeable community in Malaysia and higher academic institutions rely on academic libraries function.

According to the Malaysian Library Statistics Report (2019) produced by PNM, academic libraries contributed large statistics such as 3,497,108 memberships,

67,229602 materials collection, 83,074,044 members visits to the library, and 179,689,472 ICT usage when compared to the other four (4) library categories. Based on the available evidence, it appears that the academic library is vulnerable and requires the attention of top-level management to ensure optimal service performance and alignment with the university's overarching mission and vision.

2   Literature Review

Talent management is a critical area of research in human resource management, and recent academic publications have explored various aspects of this process, including its impact on employee outcomes, the role of technology, and the use of various strategies to attract, develop, and retain talented employees (Van Zyl et al., 2017). It encompasses a broad range of activities, including succession planning, employee loyalty, employee trust, human resource planning, and employee performance management. Additionally, management processes and opportunities are made available to people in the organisation who are deemed to be "talented."

A succession planning does not rely on replacement staffing because of time retirement or uncomfortable situations in the organization but it proposes a comprehensive successor star with talent management with organisation strategic planning. As the "right people in the right place", they will preserve and continue their performance to achieve the mission and vision of the organisation. Before that, it required human resources to be responsible for identifying, grooming, and developing the potential and increasing performance to become a star successor. Chaturvedi (2016) and Cavanaugh (2017), show that the Association of Research Libraries is aware of the importance of the stability of succession planning, and it has been criticized by many librarians. Issues like the selection of qualified and well-prepared candidates, leader competencies element, managing talent, and identifying the critical position in the library, is the points that been raised among librarians. The potential and skills possessed, the ability to perform responsibilities and inclinations, as well the desire to perform responsibilities as chief librarian, all important succession planning factors to consider. The university can see and evaluate the performance and potential of staff in future planning plans based on those needs.

2.1 Job Insecurity

In the context of talent management practices, job insecurity issues have emerged as a critical concern, affecting the attraction and retention of skilled professionals and posing a challenge for organisations seeking a stable and motivated workforce, necessitating a comprehensive investigation and solutions in current research. Based on research conducted by Zulaiha et al. (2019), it has been determined that the public sector encounters a hostile environment characterised by challenges, complexity, and uncertainty. These factors have the capacity to influence the functioning of organisations both in the immediate and long term. The dynamic nature of public organisations' environment has led to heightened apprehension among employees

regarding job security, thereby impacting workforce stability and organisational performance.

Ahmed Shaheen's et al. (2017) study found that job insecurity issues in organisations are considered an important element by employees. If they feel their position is secured and safe in the organisation, it will directly improve their work performance which ultimately fosters the total productivity of the organisation. The organisation's role in preparing and holding a training and skills plan will increase the sense of security and positive influence to stay with the organisation. This statement shows that there is a gap that needs to be specifically strengthened in the context of the preparation and development of talent management programmemes. Through an approach that suits the organisation and current needs.

2.2 Limited programme development

Limited programme development is another critical challenge to ensure that trained employees can support the organisation to operate well. For that, the development and provision of adequate programs and meeting the needs of employees is important and it requires good suggestions and support from employees and organisations. A speech by Dato Sri Abdul Razak Jaafar (2022), Secretary General of the Malaysian Ministry of Higher Education (KPT), states that there are not enough cooperative modules between the Higher Education Leadership Academy (AKEPT) and the public sector, especially those involving experts from higher institutions. It results in mismatching training and exposure for employees.

Rohana & Mohamed (2019), it is important that the human resource system in the organisation to be effectively combined with new processes to facilitate employee engagement from the top level to the final level, from senior managers to junior managers. Leaders know that the employees involved are more productive, and therefore, every organisation needs to analyze the drivers of employee engagement among which are the workplace environment, job satisfaction, rewards and recognition. Therefore, the chief librarian must emphasize the creation of human capital investment procedures based on causal models that can provide success and a distinct competitive advantage. Therefore, it is time that the approach needs to be evaluated to ensure that it is able to fill the gap in supporting the needs as well as increase the ability of staff to be competitive in managing organisations today, especially in critical positions.

2.3 Low Employee Morale

Novinda & Eeng Ahman (2020), shows that low employee morale is caused by lack of advancement and career advancement, ineffective management, and poor workplace culture, resulting in poor performance and failure to meet company goals and objectives. If the organisation's management is weak, and is involved in managing the development of talent needs such as employee skills and performance improvement plans and future employee career development, employees will give up and be less motivated to work. However, the findings of Ulku & Pamukcu, (2015) show that organisations do not know the basic needs of talent management and lack the necessary

support. Improper employment practiceses, inadequate formation of individual growth goal needs, and lack of preparation for succession planning are examples of weaknesses. As a result, employees are unhappy, which can have a negative impact on organisational performance.

3   Proposed Framework Development

After careful consideration of previous study and literature, a research framework has been proposed in this study. The purpose of the conceptual framework is to facilitate a logical understanding between variables and problem situations and studies that cover independent variables, moderating variables and dependent variables as discussed in the sub-section.

3.1 Job Competency

Librarian competency is the ability to use or apply the relevant set of knowledge, skills, and abilities required in preparing and providing services to library users. Bennedbaek et al. (2021) explained that the competence of librarians is to identify the needs and wants of users (students) who use services in the library. They need experts to provide services, especially the use of resources in the library through information literacy sessions and the availability of librarians as a liaison between students and the library. Shaifuddin et al. (2017), reveal the importance of the efficiency of rural library staff toward the development of an informed society, and the formation of a training module to provide capacity and improve the staff's competency in assisting users. It also has be highlight by Narendra (2016), emphasise to librarians as a data analysts as an opportunity, and proving that librarians are competent especially in developed countries. Librarians should improve their skills with various necessary skills, such as cloud computing and intelligent computing. It has been highlighted by Huvila et al. (2013), the importance of librarians to places new requirements on competencies especially in the skills of using the internet to search for information.

3.2 Job Environment

Local research by Rahman et al., (2022) showed the influence of increasing user satisfaction based on individual work performance. This can be seen in the employee's acceptance of the geographic information system (GIS) as an additional supporting work facility which further improves the performance and quality of service in the organisation. According to Chandra & Priyono (2016) as cited by Muhammad Tafrizi Priarso (2018), the work environment refers to the elements that comprise or effect the setting in which employees work and impact workers day-to-day productivity such as the layout of work areas, the furniture and its arrangement and office equipment.

Research findings by Gunaseelan and Ollukkaran et al. (2012), show that it has an important factor and significant impact on the work environment on employee performance in Pakistani in their case study. Gunaseelan highlights that it is important to have a quality the employee's workplace environment to improve employee motivation and performance. The work environment also includes policies, rules,

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culture, resources, working relationships, work location and internal and external environmental factors, all of which influence the ways that employee perform their job functions. Abdul Haeba (2019) found similar result from employee at health services case study. They, as employee performance, has a positive and significant impact on the work environment and job satisfaction. Comfortable and safe workplace conditions make employees feel comfortable and they are able to provide good work in their services.

3.3 Job Reward

Job reward or work reward represents what the individuals want to obtain from work or what they perceive. As a result on figure 6, implementation of rewards are good and effective for employee engagement will contribute to increased commitment, motivation, enthusiasm and innovation with an ultimate increase in the performance and profitability of an organisation, Jailani and Juma (2015). This supports the general principles of motivation theory, for example Vroom's expectancy theory, which states that individual behavior is influenced by expectations of what will happen acquired in the future. In the context of job rewards, employees will complete the tasks given with full commitment because they expect that high rewards will be given if they can improve work performance.

It agrees that by Siti Salwa et al. (2015) and Ikmal Hakimi Jamil et al. (2021) giving rewards to employees is one of the things that need to be taken into account because it can influence the motivation of employees and subsequently lead to an increase in organisational productivity. Rewards can be divided into two (2) types, namely intrinsic rewards are rewards that make an employee feel good, such as employee recognition, recognition, and professional growth, authority for immediate tasks, respect and appreciation. While extrinsic rewards provide tangible physical benefits such as salary, service facilities, service benefits, and bonuses.

3.4 Job Training

Job training can be described as a practical approach to acquiring new competencies and skills needed for a job in a real, or close to real, working environment. Employees will learn how to use particular tools or equipment in a live-work practice, simulated, or training environment and it may take anywhere from days to weeks or longer, depending on the tasks the job requires. According to Noe, RA (2011) as cited in Tri Legionosuko et al. (2019), 'training consists of an organisation planned efforts to help employees acquire knowledge, skills, and behavior with the goal of applying these on the job'. In this sense, training consists of efforts planned by the organisation to help employees gain job-related knowledge, skills, and behavior with the aim of applying them on the job.

This is through a study by Syafarudin & Sudiarditha (2018) and Popli & Razvi (2016), staff participation in training and participation in professional programmes will continuously add value to their standard expertise. This will directly help improve their ability to carry out their duties more efficiently and will have a positive outcome on the

image of the organisation. Others benefits of training are to focus on internalizing the values of integrity such as honesty, ethics, responsibility, maturity, trust, commitment, loyalty, hard work and mutual assistance,

3.5 Job Development

It a formalized effort by an organisation that focuses on developing and enriching the organisation employee in line with the employee and the organisation needs or assists employee to navigate their way in organisation through training or education system into employment and fulfilling working lives. According Baruch & Peiperl (2000) as cited in Kaya & Ceylan (2014), career development has been defined as sequences of formal and less formal activities of an organisation related to the career development of its employees and increases both employee and organisational effectiveness.

Other examples of funding career development programmes carried out by organisations are developing employee performance, increasing manager improvement, revealing corporate culture, reinforcing principal values, assisting employee in career advancement, and offering additional benefits to employees. Other examples of funding career development programs carried out by organisations include developing employee performance, enhancing manager improvement, revealing corporate culture, reinforcing core values, assisting employees in career advancement, and offering additional benefits to employees. In addition to the initiative actions carried out on positive career development to employee performance and organisational management, Awanis Ku *Ishak &* Bidayatul Akmal Mustafa Kamil (2016). It shows that career development has a positive and significant effect on employee performance.

3.6 Job Retention.

Employee retention is an organisation's goal to retain talented employees and reduce turnover by fostering a positive work atmosphere to encourage engagement, show appreciation to employees, and provide competitive wages and benefits and a healthy work-life balance. Cloutier et al. (2015), retain employees by creating an effective communication system or platform, identifying and hiring the right people. And finally, offer employee development and training programmes that align with your needs. If the organisation fails to retain high-performing and talented employees, it will result in a burden on management and the organisation in replacing qualified individuals who have left the organisation. It is different by Kim & Beehr (2018), in order to remain an employee in the organisation, the management and leader should give autonomy to the employee. As a result, they will be motivated and more loyal to perform efficiently which will increase the productivity of the organisation with better results. From a psychological point of view, giving trust to employees from the organisation will influence the confidence and positivity of employees and further minimize conflicts and keep them in the organisation.

3.6 Job Performance

Other important issues are employee performance. Librarians are required to be creative and have competence in managing libraries and serving the users. Librarians must develop better performance by paying attention to the quality of service to users. Librarians must develop better performance by paying attention to the quality of service to users.

According to Adiatama (2021), the performance of librarians is driven by several issues including educational background, creativity, skills and motivation in providing services. For that, the organisation plays a role in improving the performance of librarians with several incentives including appreciation (reward), provision of a good working environment, as well as facility support facilities that further improve the abilities of its employees. This is in line with the statement from Baig Sajjad et al. (2021) and Popli & Rizvi, (2016) that the performance of employees needs to be improved continuously with an increase in their professional skills and knowledge, adding the standard expertise they need to perform their tasks.
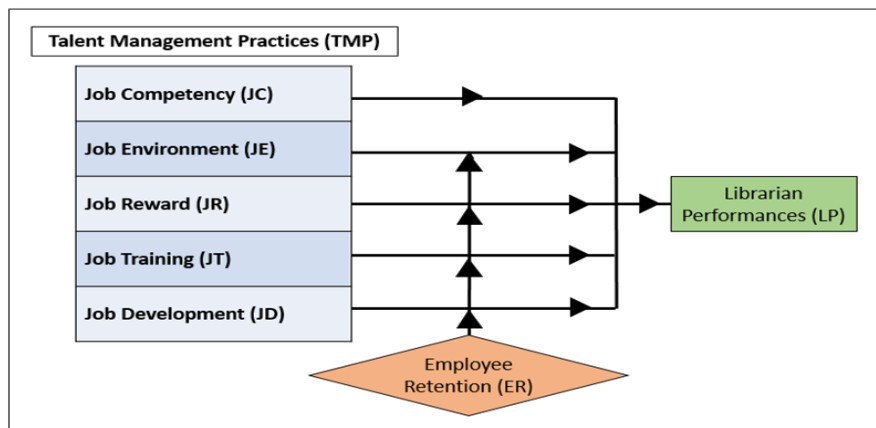

Figure 1: Conceptual framework

Based on figure 1 above, it shows that there are five (5) dimensions of Talent Management Practices (TMP) namely: Job competency (JC), Job environment (JE), Job reward (JR), Job training (JT), and Job development (JD). The dependent variable is librarian performance (LP) in academic libraries and Job retention (JR) as a mediator. The main aim of this proposed framework is to measure the relationship between the TMP and Job Performance by having Job Retention as a mediator variable.

4   Conclusions

In conclusion, the components of talent management methods have been evaluated, and a framework has been developed. The framework will serve as a guide and aid in enhancing talent management practises methods in organisations from the point of view of libraries and public services in general and is also in line with the local newspaper

quote (2023) of the speech of the Prime Minister of Malaysia, who wants the strengthening of human capital to be able to support strong and high-impact organisations. However, considering the global perspective, this contribution provides information on SDG 4, which focuses on enhancing education quality, by including relevant literature. In additionally, it aligns with SDG 11, which aims to create sustainable cities and communities, by proposing the concept of fostering employee well-being through the development of an emotional intelligence quotient (EQ). This study proposed a framework with five (5) essential components: job competency (JC), job environment (JE), job reward (JR), job training (JT), and job development (JD). The researcher also proposed employee retention (ER) as a moderating variable that can impact the efficacy of talent management practices. The study found that ER plays an important role in the success of talent management practices, and organisations that are successful at retaining talented employees are more likely to have effective talent management practises and improve staff performance, in this case librarians in academic libraries. The framework is exhaustive and incorporates all essential and fundamental talent management practices components. The framework is intended to assure the application of the most effective personnel management methods. By using this approach, organisations will be able to attract, develop, and retain outstanding individuals, contributing to their long-term success and viability.

Acknowledgments

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