How Talent Management, Motivation, and Career Development affecting the Employee Performance at PT Excelitas Technologies Batam?

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Abstract. This study aims to discover how the implementation of talent management and the role of HR in increasing employee motivation and career development at PT Excelitas Technologies Batam and to find out the influence of talent management, motivation and career development on employee performance at PT Excelitas Technologies Batam. This research uses a mixed approach with a concurrent embedded model, where the research is carried out simultaneously between qualitative and quantitative. The results of the interview show that the implementation of talent management at PT Excelitas Technologies Batam is based on a system that exists in the ODC/DMS. The implementation of talent management at PT Excelitas includes the process of selecting, developing, and also maintaining human resources for the development process in the company. The role of HR in increasing the motivation and career development of employees at PT Excelitas Technologies Batam is as a facilitator of programs held by the company and ensuring that their implementation reaches employees.

Keywords: Talent Management, Motivation, Career Development, Employee Performance

1   Introduction

One of the key factors for the company to achieve its goals is talent or quality human resources. McKinsey and Company in 1997 popularized the term talent through their writings entitled The War of Talent and conducted research by interviewing about 13,000 managers at 112 companies in America. INSEAD measures the Global Talent Competitiveness Index to measure Indonesia's competitiveness in talent management. Indonesia's ranking in 2019 is in position 67 while in 2020 it is in position 65 with a GTCI value of 38.61 and 41.81. Indonesia's ranking is quite good for the group of countries with lower middle income. PT Excelitas Technologies Batam has implemented talent management in its company, this is where the importance of how talent management impacts employees in supporting employee performance. Based on the results of the initial interview with the HRD of PT Excelitas Technologies Batam, it can be said that talent management has a very large influence in achieving company targets. The company's turnover data in 2021 shows that the average

monthly turnover rate is below 1%, which means that the number of employees leaving the company is small and the productivity level is still stable.

According to LinkedIn (2019), two out of three employees will leave the organization they work for if they feel unappreciated and 87% of organizations focus on the employee's tenure (Zakiah, 2020). If the motivation to work is high, then there is an opportunity to develop a career which will have a positive impact on employees and the company. Employees can improve their performance and the company will achieve its goals as a result of the positive contribution of employees. Therefore, it is important to know motivation and its impact on employee performance.

PT Excelitas Technologies Batam also has a program that is devoted to training employees in developing their abilities and knowledge, which will then have an impact on employee career advancement, it is Engage Learning. With this program, employees can do self-learning and access the available training modules. This is where it is important to look at employee career development and its impact on employee performance.

Based on the explanation above, the researcher is interested in researching further about the influence of talent management, motivation, and career development on employee performance by taking the title "The Influence of Talent Management, Motivation, and Career Development on Employee Performance at PT Excelitas Technologies Batam".

2 Literature Review

2.1 Human Resource Management

Human resource management or HRM is a process which includes procurement, training and development activities, compensation and other matters related to human resources with the aim of producing productive man power (Susan, 2019). Russel and Bernadin in Masram & Mu'ah (2017) explain that in general, several activities related to HRM include organizational design, staffing, giving rewards, benefits, compliance, performance management, employee development, and communication and public relations.

2.2 Talent Management

Talent management is a strategic management that manages talent in an organization with the aim of ensuring the availability of the right talent for the right position (Angliawati & Maulyan, 2020). According to Berger in Savitri & Suherman (2018), there are 4 main processes in talent management including:

1. Inclusion: a condition when the individual feels that he is also a part of the ongoing organizational process.

2. Engagement: the relationship between the organization and its employees. Ensuring that employees are enthusiastic and motivated in doing their jobs, the results of which are expected to bring a good image to the organization.

3. Competencies: ensuring that employees have the appropriate competencies in completing work and meeting the goals set by the organization.
4. Retention: ensuring employee loyalty, meaning that employees can work for a long time with the company.

2.3 Motivation

Motivation is a person's desire to make changes for the better that arise due to encouragement both from within and from outside the person (Uno, 2021). Mangkunegara in Ainnisya & Susilowati (2018), explains the dimensions and indicators of work motivation including:
1. Physiological needs, also called primary needs. These needs include needs such as clothing, food and shelter.
2. Security needs, such as the need for security, freedom from threats, as well as physical, mental and psychological security.
3. The need for a sense of belonging, such as the need for a sense of friendship, cooperation, and a sense of kinship in an organization.
4. Self-esteem needs, namely needs that reflect the existence of dignity through service marks, ranks and other similar things from other people.
5. Self-actualization, namely the need to have opportunities to gain knowledge and obtain education and training organized by the organization.

2.4 Career Development

One of the benefits of career development is to improve employee abilities. Through education and training, the intellectual abilities and skills of employees will increase so that the organization will be able to increase the number of qualified and highly skilled employees with the hope that this will benefit the organization (Muspawi, 2017).

According to H. Hadari in Zakiah (2020), the dimensions and indicators of career development for employees include:
1. Choosing a field of work, the indicators are work according to competence, studying positions that are in line with the desired career, and preparing oneself if given a higher position.
2. Understanding and accepting a position, the indicator is accepting the opportunity to occupy a position, being honest with yourself about your ability to carry out a job, understanding if the organization maintains a position for a long period of time.
3. Plan in leaving, the indicators are rejecting work that is not suitable, efforts to create pleasant conditions at work, considering the right time to leave.

2.5 Employee Performance

The company has several series of work including planning, organizing, directing, supervising, controlling and implementing work based on the division of each work area. Employee performance is very important in determining how a work process runs so that company goals can be achieved (Hakim & Fanani, 2019).

According to Bernardin and Russel in Agustiani & Sadana (2019), the value of employee performance can be measured by the following indicators:

1. Quality, how well a process is executed which is assessed from the suitability of the way in carrying out activities to meet the objectives of an activity or activity.

2. Quantity, seen from the amount produced, is measured by the value of a job that has been produced.

3. Timeliness, the period of time required to complete an activity or activity is measured by how fast the completion time is and by maximizing the available time.

4. Cost effectiveness, utilizing resources as well as possible in an effort to gain profits and minimize losses that may be obtained.

5. The need for supervision, how well employees can work without strict supervision, which means that even without intense supervision the work can be completed properly.

6. Interpersonal or work contextual impact, how the attitude of employees in working with the team, maintaining self-esteem and also maintaining a good manner because actually career development also serves as a forum for employees to improve their abilities.

3 Methods

3.1 Methods

The method used in this research is a mixed research method with a concurrent embedded model, where the research is carried out simultaneously between qualitative and quantitative with quantitative methods that dominate. Qualitative research using descriptive qualitative method. Data was collected by means of in-depth interviews in the form of semi-structured interviews. Interviews were conducted on the company's HRD staff and later the interview results will be analyzed using the Miles and Hubberman model starting from data reduction, data presentation and drawing conclusions.

While the research method used in quantitative research is descriptive verification method. Data collection was obtained from the results of questionnaires distributed to the sample (50 SMD APD employees) which were then tabulated and processed and analyzed to obtain conclusions from the existing problems.

This study uses four variables, where talent management, motivation, and career development as independent variables and employee performance is the dependent variable. This research using multiple linear regression analysis method to process data from questionnaires obtained from respondents. The equation model is as follows:

Model 1 :

$$Y = \alpha + \beta 1 X1 + \beta 2 X2 + \beta 3 X3$$

Description :

Y = Employee Performance

X1 = Talent Management

X2 = Motivation

X3 = Career Development

α = Constant

β = Regression Coeficient

4 Result And Discussion

4.1 Data Reduction

Based on the results of an interview with the HRD of PT Excelitas Technologies Batam, Mrs. Alifia, explained that all work processes are basically contained in a centralized document system, namely ODC/DMS. Regarding the program owned by the company related to the orientation of new employees, the HRD staff of the L&D section explained that there are mandatory programs such as NEOP (New Employee Orientation Program), which is a training program intended for new employees that lasts for 2 days. Included in the NEOP program are company introduction, work safety awareness, BPJS health, BPJS Employment, introduction of the SGA program as part of Continuous Improvement, and so on. Meanwhile, several programs for employee career development currently being carried out include Engage performance which is used to measure individual performance goals and objectives within a certain period of time. In addition to running the above programs, the company also appreciates employee performance. The current form of appreciation given by the company is promotion, involving employees in training through the Learning & Development program, providing rewards through internal competencies such as SGA for innovations from various project ideas owned by employees and the distribution of R3 (Reward, Rejoice, Recognize) for employees. Employees also have the opportunity to choose a field or work area that is in accordance with their expertise, but the decision must still be taken by both parties, namely between the individual and his superior, and of course he must carry out further observation and verification by his superior regarding the competencies possessed by the member and then it will be adjusted according to the needs of the employee. whether or not there is a need for the intended position. Apart from being seen from the Engage Performance data, work motivation can also be seen from notes related to employee problems because this factor can also affect the level of work motivation.

4.2 Validity Test

Testing a questionnaire reliability is done by testing the validity. To see the level of validity of this questionnaire, it refers to the value of rtable, where the correlation value of

rcount must be greater than the value of rtable. To test the validity of this study using SPSS version 25. If rcount is greater than rtable and has a positive value, then the existing question points are declared valid (Ghozali, 2018). The results of the validity test are as follows:

Table 4.1 Recapitulation of Research Instrument Validity Test Results

Variable	Item	R Count	R table 5% (50)	Description
Talent Management (X-1)	X1-1	0.764	0.2787	Valid
	X1-2	0.853		Valid
	X1-3	0.865		Valid
	X1-4	0.643		Valid
	X1-5	0.838		Valid
	X1-6	0.638		Valid
	X1-7	0.640		Valid
Motivation (X-2)	X2-1	0.781	0.2787	Valid
	X2-2	0.831		Valid
	X2-3	0.795		Valid
	X2-4	0.703		Valid
	X2-5	0.762		Valid
Career Development (X-3)	X3-1	0.663	0.2787	Valid
	X3-2	0.875		Valid
	X3-3	0.864		Valid
	X3-4	0.523		Valid
	X3-5	0.573		Valid
	X3-6	0.421		Valid
Employee Performance (Y)	Y-1	0.864	0.2787	Valid
	Y-2	0.901		Valid
	Y-3	0.829		Valid
	Y-4	0.789		Valid
	Y-5	0.818		Valid

(Source: SPSS Processing Result 25, 2022)

4.3 Reliability Test

To show the consistency of the existing question instruments, a reliability test was conducted. The question criteria that can be said to be reliable is if the Cronbach alpha value is greater than 0.60. The following are the results of the reliability test in this study:

Tabel 4.2 Recapitulation of Reliability Test Results

Variable	Reliability		Conclusion
	Alpha Cronbach	*Cut off Alpha Cronbach*	
Talent Management (X-1)	0.862	0.6	Reliabel

		0.6	
Motivation (X-2)	0.827		Reliabel
Career Development (X-3)	0.746	0.6	Reliabel
Employee Performance (Y)	0.890	0.6	Reliabel

(Source : SPSS Processing Result 25, 2022)

4.4 Descriptive Statistics

The characteristics of the respondents are also called the sample description in the study. This characteristic is the identity given by the respondent to the research entitled "The Influence of Talent Management, Motivation, and Career Development on Employee Performance at PT Excelitas Technologies Batam". The respondents in this study were employees in the Detection Department of the SMD APD section as many as 50 respondents. The characteristics of respondents in this study are based on gender and year of employee entry.

Table 4.3 Recapitulation of Results from Characteristics of Respondents

No	Variable	Percentage (%)
1	**Gender**	
	Female	100%
	Male	0%
2	**Year of Join**	
	2011	2%
	2015	2%
	2016	8%
	2017	6%
	2018	4%
	2019	2%
	2020	6%
	2021	70%

(Source : Processing Result, 2022)

4.5 Multiple Linear Regression Test

Multiple linear regression analysis is used for the purpose of knowing whether or not there is an influence of the independent variable on the dependent variable. The calculation of multiple linear regression in this study uses the help of the SPSS version 25 application program. The results of the calculation of the multiple linear regression test are as follows:

Table 4. 4 Rekapitulasi Hasil Uji Regresi Linear Berganda

Model	Unstandardized Coefficients		Standardized Coefficients
	B	*Std. Error*	*Beta*
(Constant)	-11,123	1,771	
Model	Unstandardized Coefficients		Standardized Coefficients
	B	*Std. Error*	*Beta*
Talent Management	0,561	0,101	0,394
Motivation	0,591	0,093	0,484
Career Development	0,269	0,083	0,210

(Source : SPSS Processing Result 25, 2022)

4.6 T Test

T test is used to measure the extent to which the influence of the independent variable partially on the dependent variable. The independent variables here are talent management (X1), motivation (X2) and career development (X3) while the dependent variable is the employee performance variable (Y) by comparing the value of tcount with ttable using a significance level of 5%. This research has a hypothesis testing model where the values of ttable and df (degree of freedom) are with the formula n2. Based on the calculation of the criteria obtained ttable value of 2.010. The following are the results of the T test recapitulation in the following table:

Table 4. 5 Recapitulation of T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-11,123	1,771		-6,282	0
Talent Management	0,561	0,101	0,394	5,544	0,000
Motivation	0,591	0,093	0,484	6,386	0,000
Career Development	0,269	0,083	0,210	3,255	0,002

(Source : SPSS Processing Result 25, 2022)

4.7 F Test

The F test or simultaneous test is a test used to measure the extent to which the independent variables such as management (X1), motivation (X2) and career development (X3) jointly affect the dependent variable, employee performance (Y). Calculations for the F test, require df. Based on the calculation of the criteria above, the Ftable value is 2.80. The following are the results of the F test conducted in this study:

Table 4. 6 Recapitulation of F Test Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regressi	96,334	3	32,115	100,936	.000[b]
	Residual	14,636	46	0,318		
	Total	110,980	49			

(Source : SPSS Processing Result 25, 2022)

4.8 Discussion

1. The results showed that PT Excelitas carried out the talent management process based on the procedures contained in the ODC (Online Document Center)/DMS (Document Management System). The whole workflow is good for the production department to support centralized in the system as a reference for the implementation of work. Including HR Procedure which includes recruitment, training, learning & development and so on. PT Excelitas Technologies Batam carries out recruitment based on existing SOPs, facilitates NEOP and training to develop skills and potential for each employee. As well as allowing for career advancement if employees meet qualifications that can be assessed from the engage performance system. This is in line with the theory mentioned by Wijoyo (2021) in his book entitled Introduction to Talent Management, which states that talent management has an initial process starting from the recruitment process, talent search, candidates, and determination of special competencies for each human resource to achieve career success, employment, wages, and HR evaluation according to future leadership needs. PT Excelitas also has this process in implementing its talent management. In addition, the results of the research above are also in line with research conducted by Angliawati & Maulyan (2020), which concluded that the talent management strategy is an integrated system, which is designed to improve employee performance by carrying out the process of attracting and selecting, utilizing, developing, and retaining employees who have the skills and talents in order to meet the current and future needs of the organization.

2. The results of the study indicate that HRM in this case is part of HRD, has an important role in the company. A good work environment and adequate facilities can increase employee motivation and morale. If there is a problem between employees, then HRD will be the mediating party, if there are problems related to facilities HRD is also a communicator from the employees to management. In addition, in terms of career development, HRD is one of the decision makers in addition to direct employee supervisors. HRD is also responsible for the implementation of training which of course can help employees in their personal development which will later be useful for future careers and the provision of R3 as a reward will indirectly motivate employees to work better in order to develop careers through promotions every year. year which is assessed from the performance appraisal.The results of this study are in line with what is described in Masram & Mu'ah's research (2017), that activities related to HRM generally include organizational design, staffing, reward systems, benefits, and compliance, performance management, development workers and organizations, communication and public relations as well as Irmawati's research (2018), which discusses that the role of HRD as an executor of training/training and performance appraisal aims at self-development and increasing employee motivation which has an impact on increasing employee productivity.

3. The results of the analysis of this study indicate that the talent management variable has a significant and positive influence on the employee performance variable. A significant influence means that talent management has a significant effect on employee performance and a positive influence here means that it is in the same direction, if the talent management variable increases, so does the employee performance variable. This can be proven by the value of the t-test with the tcount value of 5.544.> from ttable, which is 2010 with a significant value on the price variable of 0.000< from the alpha value of 0.05. In this case, hypothesis one is accepted because the talent management variable has an influence on the employee performance variable. The results of this study support previous research conducted by Rachmadinata & Ayuningtias (2017) which explains that talent management variables have a positive effect on employee performance.

4. The results of the analysis of this study indicate that the motivation variable has a significant and positive influence on the employee performance variable. A significant influence means that motivation has a significant effect on employee performance and a positive influence here means that it is in the same direction, if the motivation variable increases, so does the employee performance variable. This can be proven by the value on the t-test with the tcount value of 6386> from ttable which is 2,010 with a significant value on the price variable of 0.000< from the alpha value of 0.05. In this case, hypothesis one is accepted because the motivation variable has an influence on the employee performance variable. The results of this study are in

line with previous research conducted by Pramuditha (2019) which explains that motivational variables have a positive effect on employee performance.

5. The results of the analysis in this study indicate that the career development variable has a significant and positive influence on the employee performance variable. A significant influence means that career development has a significant effect on employee performance and a positive influence here means that it is in the same direction, if the career development variable increases, so will the employee performance variable. This can be proven by the value on the t-test with the t-count value is 3.255> from the t-table, namely 2.010 with a significant value in the price variable of 0.002 < from the alpha value of 0.05. In this case, hypothesis one is accepted because the career development variable has an influence on the employee performance variable. The results of this study support previous research conducted by Pramuditha (2019) which explains that career development variables have a positive effect on employee performance.

6. The results of the analysis of this study indicate that the variables of talent management, motivation, and career development simultaneously or together have a significant influence on the employee performance variable. Significant influence means that the three variables have a significant effect on employee performance. This can be proven by the results of Fcount of 100,936, this value is greater than Ftable of 2.80. In addition, the significant value of 0.000 is also less than 0.5.

5 Conclusions

Based on the data analysis conducted in this study, the conclusions that can be drawn are as follows:

1. The implementation of talent management at PT Excelitas Technologies Batam is based on an existing system in the company called ODC/DMS. The implementation of talent management at PT Excelitas includes the process of selecting, developing, and also maintaining human resources for smooth business processes in the company.

2. The role of HR in increasing motivation and career development of employees at PT Excelitas Technologies Batam is as a facilitator or intermediary for programs held by the company and ensures that their implementation reaches employees. Such as organizing SGA (Small Group Activity) competencies which are carried out to motivate employees to carry out continuous improvement and provide R3 as a reward. Employees will be motivated to improve their performance and spur enthusiasm to move forward for the expected career development.

3. Variable Talent management positively and significantly affects the variable employee performance at PT Excelitas Technologies Batam. Where if talent management increases by one unit, it will affect employee performance by the coefficient value.

4. Variable motivation positively and significantly affects the variable employee performance at PT Excelitas Technologies Batam. Where if motivation increases by one unit, it will affect employee performance by the value of the coefficient.

5. Variable career development positively and significantly affect variable employee performance at PT Excelitas Technologies Batam. Where if career development increases by one unit, it will affect employee performance by the coefficient value.

6. Variable talent management, motivation, and career development simultaneously affect employee performance in positive and significant way at PT Excelitas Technologies Batam.

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