

The Influence of Talent Management on Employee Performance

Adhi Susano¹, Heru Subiyantoro², Meirinaldi³
adhi.susano@gmail.com¹, herusubiyantoro@gmail.com², Meirinaldi2505@gmail.com³

Universitas Borobudur^{1,2,3}

Abstract. In the idea of ability the executives, imagination is the main embodiment. So hierarchical administration is changed in accordance with the idea of ability that has been planned by the organization. Ability the board is supplanted by "ability improvement" so to establish a workplace that is by the capabilities required by the organization, it is important to distinguish ability, and create and take advantage of it. Endeavors to hold skilled workers require great administration in overseeing it so it is amplified. Ability the executives is a progression of cycles planned by the organization to distinguish and foster the information, capacities, and abilities of workers to become quality human resources. Organizations could upgrade worker execution in accomplishing authoritative objectives by holding the best representatives.

Keywords: Influence; Talent Management; Employee performance.

1. Introduction

Indonesia's vision in 2045 is to become a golden Indonesia so that Indonesia will carry out a modern economy with a quality level of welfare. Quality human resources will be the key to achieving this Indonesian vision, and therefore there will be significant changes in the need for employment and human resource management. So that in the current era of globalization, companies are expected to be able to achieve quality human resources, both in terms of managerial competence, socio-cultural, technical, and training management in organizational development.[1] Talent management can be one of the strategies that companies can implement to provide development for each of their employees. Talent management is an integrated strategy that can be designed by a company as an effort to manage the abilities, competencies, and strengths of each employee so that the company can achieve the best performance.[2]

Employees in the company will be more motivated to improve their performance if the company has a clear human resource development system for employees. This is because employees will try their best at work to achieve the desired career, and always increase morale and commitment to the organization, thereby encouraging work performance. An increase in career will be followed by an increase in compensation, therefore employees will try to improve their career in the company. For companies, human resource development also has an important role because it is one of the needs of employees that must be grown in employees, to increase employee morale.

Human resource development can be done by looking at the potential that exists in employees. Every employee certainly has their potential which needs to be explored by the

company to be utilized and maximized to achieve company goals. In addition, by knowing the potential possessed by employees, filling positions or positions in the company will be by the skills and abilities of employees. Therefore, talent management needs to be implemented by companies to ensure that each position is filled by the right employees.[3]

Simanjuntak [4], states that show is the level of achievement of results on the execution of express endeavors to get a handle on the achievement of results to achieve connection targets. Execution is basic to be ensured by specialists considering the way that, with uncommon execution or work results, objectives are accomplished well too. In any case, behind that, the show accomplished should be precisely true to form. Whether execution is unprecedented can be evaluated through execution appraisal.

According to Mangkuprawira [5], that presentation examination is a cycle done by the organization in assessing one's work execution. On the off chance that done well, representatives, their bosses, the HR division, and the organization will at last profit from the affirmation that the endeavors of individual workers can add to the organization's essential concentration. Execution evaluation incorporates the components of worker execution. Numerous things can be utilized as a benchmark to see regardless of whether a worker has great execution. However, the benchmark should be critical, pertinent, and far reaching. To accomplish elite execution, a few elements can invigorate the development of execution by these assumptions. Numerous things impact an individual to create great work.

Referring to Katili's research[6] which was directed at one of the organizations in the public steel industry found results that ability and capability the board impacted monetary execution. The outcomes are supported by Nzewi[7] who examined the influence of talent management and employee performance in Nigerian Banks. The exploration found that ability the board decidedly affects worker execution. Meanwhile, Rachmadinata[8] found that ability the executives makes a difference however doesn't altogether the exhibition of Lintasarta Jakarta representatives.

In this review, analysts utilized estimations of worker execution in view of Bernardin [9], i.e; quality, quantity, timing, effectiveness, independence, and commitment. Meanwhile, Talent Management is measured by measuring talent management according to Barkhuzen [10], to be specific: 1) Ability securing, in particular exercises of finding, drawing in, getting, surveying, and enlisting forthcoming specialists to satisfy the positions/positions/jobs required now and later on. 2) Ability improvement, to be specific creating gifts who can add to the achievement and development of the organization. 3) Ability maintenance, in particular the organization's technique to hold ability and to guarantee that each gifted representative has high faithfulness to the organization.

Taking into account the examination foundation, the importance of the issue that should be replied in this study is to test whether Limit The board Impacts Agent Execution?

2. Library Review

Execution is the extent to which a task or role is completed or carried out by a person, group, or alliance.[11] When observing execution, consider how much a person or organization does. Execution is a tangible, obvious, and quantitative result of labour. Therefore, execution is the result of the labor people do to complete projects. thinking about a fated size and time. [12] Simamora further underscored that to distinguish the exhibition of individuals should be visible from the accompanying pointers:[13]

Near and dear and quantitative measures that show the level of achievement of a set forward target or goal are something that actually hanging out there and used as a guard behind studying or seeing that show constantly in affiliations and individuals continues to loosen up by the plans that have been set. Bernardin (in Sudarmanto, 2009), recommends six execution aspects, specifically:

1. Quality is associated with cycles or results that are near perfect in social affair objectives.
2. Quantity associated with the unit total or sum made.
3. Timelines associated with the time expected to complete activities or produce things.
4. Cost-reasonability is associated with the level of direction of progressive resources used to obtain results or decrease utilization from legitimate resources.
5. Need for the board is associated with the solitary's ability to complete work without organization help or regulatory intervention.
6. Interpersonal impact is associated with the limit of individuals to increase certainty, benevolence, and interest among individual workers.



Fig 1. Talent Management Process

Based on the picture above, the process of talent management is related to one another. Talent management consists of 4 (four) main processes, namely:[14]

1. Inclusion: a circumstance where everybody will feel as a feature of the hierarchical interaction.
2. Engagement (attachment): how the organization or company's relationship with employees. In this employee engagement process, the ability the executives model is to guarantee that representatives are excited about finishing the work and finding a way sure ways to improve the standing of the association or organization.
3. Competencies: attests that delegates have the right capacities to work in the affiliation and fulfill its targets.
4. Retention: guaranteeing that workers stay in the association and don't move to different organizations.

Talent management measurement is as follows:[15]

1. Talent securing, to be specific the action of finding, drawing in, acquiring, evaluating, and enrolling forthcoming laborers to satisfy the positions/positions/jobs required now and later on.
2. Talent turn of events, to be specific creating abilities who can add to the achievement and development of the organization.
3. Talent maintenance, to be specific the organization's procedure to hold ability and

to guarantee that each gifted representative has high reliability to the organization.

3. Method and Approach

3.1. Method

In satisfying the motivation behind the examination, specifically to test whether Ability The executives influences Worker Execution, this exploration is remembered for the sort of illustrative examination. The methodology of social event data and information itself is as field research. The data got will be taken apart using the SPSS 21 application.

Suharyadi and Purwanto [16] conveyed that everyone is a mixture of every single person, object, and thing of varied sizes that is an item of worry or various all objects of concern. The Focal Java Area Police Criminal Appraisal Directorate's expert respondents and accomplice examiners, totaling 42 respondents, were the focus of this review.

The model is fantastic for all or some of the traits and qualities of all people. According to Sugiyono [17], the model is enormous given the quantity and quality of people moving it. The amount of tests expected for a general population are summarized by the makers using the Slovin recipe in Umar [18], which is as follows:

$$n = N$$

$$1 + N e^2$$

Information :

n = number of sample members

N = number of members of the population

e = percentage error rate of the sampling acceptable, in this study determined 5% (0.05)

So with a known number of population (respondents), then:

$$n = 42$$

$$1 + 42 (5\%)^2$$

$$n = 42$$

$$1.105$$

$$n = 38.00 \text{ sample/person.}$$

The hypothesis in this study is as follows:

H₀: It is thought that Ability The executives impacts Worker Execution.

H_a: Purportedly Ability The executives doesn't impact Representative Execution.

4. Result and Discussion

4.1 Research Result

Human resource the leaders has made quite far from the previous period, finishing more administrative abilities to end up being more indispensable. One of the fundamental components of HR in an affiliation is to prepare HR or gifts inside the affiliation who have the limit and potential to help the achievement of the current and future legitimate method. The execution of this fundamental capacity is capacity the board. As opposed to the methodology doubts that arise in the execution of capacity the board, calling organizing, movement organizing or capacity arranging are not using any and all means the main capacity the chiefs parts that ought

to be done. Capacity the chiefs covers all pieces of human resource the board, starting from finding newcomers and choosing suitable candidates, arranging ideal support and grant game plans to keep capacity away from moving to competitors.

3.1.1. Validity Test.

The support behind this test is to check regardless of whether the appraisal devices that have been accumulated have genuineness. Reasonable legitimacy or not. For all intents and purposes legitimacy can be depicted as whether the audit uncovers the degree of genuineness of everyone and appraisal.

Validity test decision-making:

1. If the worth of r count > r table, then, at that point, the inquiry thing is legitimate.
2. If the worth of r count > r table, then, at that point, the inquiry thing is invalid (falls flat).

Table 1. Validity Test

No.	Variable and Item	R Table	R Count	Information
	<i>Talent acquisition</i>			
	X1.1	0,2404	0,689	Valid
	X1.2	0,2404	0,849	Valid
	X1.3	0,2404	0,860	Valid
	X1.4	0,2404	0,681	Valid
	X1.5	0,2404	0,689	Valid
	<i>Talent development</i>			
	X2.1	0,2404	0,310	Valid
	X2.2	0,2404	0,487	Valid
	X2.3	0,2404	0,381	Valid
	X2.4	0,2404	0,402	Valid
	X2.5	0,2404	0,400	Valid
	<i>Talent retention</i>	0,2404	0,310	Valid
	X3.1	0,2404	0,400	Valid
	X3.2	0,2404	0,310	Valid
	X3.3	0,2404	0,270	Valid
	X3.4	0,2404	0,762	Valid
	X3.5	0,2404	0,915	Valid
	<i>Performance</i>			
	Y1.1	0,2404	1,000	Valid
	Y1.2	0,2404	0,827	Valid
	Y1.3	0,2404	0,737	Valid
	Y 1.4	0,2404	0,310	Valid
	Y 1.5	0,2404	0,487	Valid
	Y 1.6	0,2404	0,381	Valid

The value of r count > r table is 0.2404, according to the possible outcomes of the validness test for all sections in this survey. This demonstrates that all of the examination components' solicitations are verifiable.

2.1.1. Reliability Test.

This test is directed to choose how much a variable or create should be strong (fitting) used for research. [19] The result is a rundown that shows the way that far an assessing contraption can be depended on or relied on. Dependability test bearing:

3. If a variable has an unwavering quality worth (Cronbach's Alpha) > 0.6 it is supposed to be solid
4. If a variable has an unwavering quality worth (Cronbach's Alpha) > 0.6 it is supposed to be temperamental.

Table 2 Validity Test

No	Variable	Cronbach alpha	Information
1	Talent acquisition	0,858	Reliable
2	Talent development	0.746	Reliable
3	Talent retention	0.704	Reliable
4	Performance	0,793	Reliable

The components of this survey that were subjected to the dependability test have Cronbach alpha values over 0.60, indicating that everything was solid.

4.1.1. Hypothesis Test.

Table 3. Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	t	Sig.
Talent acquisition --> Performance	0.357	0.304	0.261	4.351	.000
Talent development --> Performance	0.248	0.220	0.316	5.100	.000
Talent retention --> Performance	0.330	0.227	0.281	4.209	.000

4.1.1.1. Hypothesis Testing 1.

The outcomes of testing the effect of Breaking point getting on master execution got a significance worth of 0.000 <0.05, so it was gotten that Hypothesis 1 was seen. It proposes that Limit getting for the most part impacts the degree of agent execution.

In building a successful ability the board cycle, it is significant not exclusively to have every one of the important parts set up yet in addition to guarantee that these exercises are coordinated with different administrations that the HR unit gives to representatives. On the off chance that not, then, at that point, the organization will confront the gamble that numerous administrators will be confounded about the ability the board being executed. To be compelling, organizations need a typical language among all directors and become the establishment for seeing all issues connected with HR since representatives are recruited until they quit the organization. Thus, it is important to incorporate ability the executives with other human asset the board processes, the human asset the executives interaction is an ability the executives structure so representative execution can be boosted.

4.1.1.2. Hypothesis Testing 2.

The outcomes of testing the effect of Capacity enhancement for the show got a significance worth of 0.000 <0.05, it was gotten that Hypothesis 2 was recognized. This infers that Capacity improvement out and out influences the level of agent execution.

Organizations should be willing and ready to carry out an elite execution culture. A model is the direction of representative improvement in DEEPS (Drive for Result, Brilliant Help, Morals, Impressive skill, and Wellbeing) which are values and work culture that can be utilized as a kind of perspective in assessing representative execution generally assessed in the center and toward the year's end.

4.1.1.3. Hypothesis Testing 3.

The results of examining the impact of capacity maintenance on the program had a significance value of 0.000 < 0.05, indicating that Hypothesis 3 was confirmed. It suggests that Capacity upkeep basically influences the level of agent execution.

There are a few prize projects for representatives in light of commitment and work execution. There is the board support, an ability the executives framework, in addition to a work program from the HR office, ability the executives is an obligatory undertaking for each individual or representative. Each director should give great heading and direction and give open doors to every ability to get preparing on a case by case basis and get rewards. Keeping up with high worker maintenance will increment representative viability and execution. Representatives will feel that the organization values its workers so they will be steadfast and work on their exhibition.

5. Conclusion

Taking into account the information evaluation, testing, discussion, and speculation, it very well may be pondered that there is a fundamental relationship with the impact of limit the board on delegate execution. The program works on the exhibition of workers who have great quality while focusing on a successful way to deal with propel workers through a creative prize methodology, since inspiration has a few targets including enabling delegate energy and fervor, growing agent soul and occupation satisfaction, extending delegate work effectiveness, staying aware of the commitment and strength of the association's delegates, growing discipline and diminishing the level of non-appearance from delegates, streamlining agent enlistment, making a climate and unprecedented working relations, extending creative mind, and laborer collaboration in works out. The existence of talent management in today's modern organizations is felt to be crucial due to the emergence of a modern economy and increasingly strategic business needs. In addition, the younger generation is starting to enter the era of competitive human resources so talent management is said to be a new way of managing human resources and capital in companies.

References:

- [1] Divya Malika and Aminuddin Irfani, "Pengaruh Manajemen Talenta terhadap Kinerja Karyawan pada PT. X," *J. Ris. Manaj. dan Bisnis*, pp. 43–46, 2022, doi: 10.29313/jrmb.v2i1.933.
- [2] D. Sulistiawan, S. S. Riadi, and S. Maria, "Pengaruh budaya organisasi dan lingkungan kerja terhadap kinerja pegawai," vol. 14, no. 2, pp. 61–69, 2017.
- [3] Y. A. Kusuma, "Talent Management System pada Program Pengembangan Sumberdaya Manusia di SAKA Indonesia Pangkah Limited," *Al Tijarah*, vol. 3, no. 2, p. 23, 2017, doi: 10.21111/tijarah.v3i2.1588.
- [4] J. S. Payaman, *Pengantar Ekonomi Sumber Daya Manusia*. Jakarta: Penerbit FE UI, 1998.
- [5] S. Mangkuprawira, *Manajemen Sumber Daya Manusia Strategik (edisi kedua)*, Dua. Bogor: Ghalia Indonesia, 2011.
- [6] D. Katili, Putri Buana, "Pengaruh Manajemen Talenta Dan Kompetensi Terhadap Kinerja Karyawan," *Semin. Nas. IENACO*, 2015.
- [7] H. N. et al Nzewi, "Talent Management and Employee Performance," *Eur. J. Bus. Soc. Sci.*, vol.

4, no. 9, 2015.

[8] N. S. dan H. G. Rachmadinata and Ayuningtyas, "Pengaruh Manajemen Talenta terhadap Kinerja Karyawan," *Manaj. Indones.*, vol. 173, 2017.

[9] Bernadin. H., *Human resource management: experiential*, 4th ed. New York: McGraw-Hill, 2007.

[10] N. Barquizen, "Talent Management, Work Engagement and Service Quality Orientation of Support Staff in a Higher Education Institution," *Mediterr. J. Soc. Sci.*, vol. 5, no. 69–76, 2014.

[11] T. L. Gie, *Administrasi Perkantoran Modern*. Yogyakarta: Liberty, 2000.

[12] N. S. Aditya Irawan, "Pengaruh Gaya Kepemimpinan, fasilitas kantor, dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Perdagangan Kota Semarang," *Econ. Educ. Anal. J.*, vol. 2, no. 1, 2018.

[13] S. Henry, *Manajemen Sumber Daya Manusia*. Yogyakarta: STIE YKPN, 2015.

[14] B. D. Berger Lance, *The Talent Management*, Third. London: Kogan Page, 2017.

[15] G. Ellis, Rod, and Barkhuizen, *Analysing Learner Language*. Oxford: Oxford. University Pres, 2015.

[16] S. dan Purwanto, *Statistika Untuk Ekonomi Dan Keuangan Modern*, Dua. Jakarta: Salemba Empat., 2009.

[17] P. D. Sugiyono, *Metode penelitian kuantitatif*, Cet. 1. Bandung: Alfabeta, 2018.

[18] H. Umar, *Metode Penelitian untuk Skripsi dan Tesis*. Jakarta: Rajawali Press, 2013.

[19] I. Ghozali, *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro., 2018.