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ICOBBI

**MARKETING INTERNATIONAL SEMINARS
AND THE 4th INTERNATIONAL CONFERENCE
ON BUSINESS AND BANKING INNOVATIONS**

Surabaya, 29th January 2022

Pascasarjana.Perbanas.ac.id mmuhw.perbanas

0822-4784-5434 info.mm@perbanas.ac.id

Published by :

Program Studi Magister Manajemen
Universitas Hayam Wuruk Perbanas
Jl. Wonorejo Utara No. 16 Rungkut Surabaya
Telp. 031-5947151 | Ext. 2402
Fax. 031-87862621
Website. www.pascasarjana.perbanas.ac.id

The 4th ICOBBI

*The Strategy of Digital in Business
for Gaining Competitive Advantages after Pandemic*



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**Proceeding Book of
The 4th International Conference on Business and Banking Innovations
(ICOBBI) 2022
“The Strategy of Digitalization in Business for Gaining Competitive
Advantages after Pandemic”**

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Editor and Layout :

1. Dr. Ronny, S.Kom., M.Kom., M.H.
2. Dewi Aliffanti, S.E.
3. Tanza Dona Pratiwi, S.E.

Published 29th January 2022

Magister Manajemen Universitas Hayam Wuruk Perbanas, Surabaya, Indonesia

Jalan Wonorejo Utara No. 16, Rungkut Surabaya, East Java 60296

Telpon 082247845434

Website : <http://pascasarjana.perbanas.ac.id/>

Indexed by google scholar

ISBN :

The originality of the paper is the author's responsibility





FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4th International Conference on Business and Banking Innovations (ICOBBI) with the topic "The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic". This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4th International Conference on Business and Banking Innovations was held on 29th January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Ellisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

I would like to give high appreciation to the Rector of Universitas Hayam Wuruk Perbanas for his support at this event. Acknowledgments and thank you to all the steering and organizing committees of the ICOBBI for the extra ordinary effort during the conference until this proceeding published. Thank you very much to all presenter and delegates from various Universities. Beside it, I would like to express our gratitude to the three universities, namely Universitas 17 Agustus Surabaya, STIE YKPN Yogyakarta, Universitas Negeri Gorontalo, Universitas Surabaya and Universitas Muhammadiyah Surakarta which has been the co-host of this event.

Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <http://eprints.perbanas.ac.id/>

Chair of the Master Management Study Program
Universitas Hayam Wuruk Perbanas

Prof. Dr. Tatik Suryani, M.M.



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The 4th
ICOBBI

MARKETING INTERNATIONAL SEMINARS
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ON BUSINESS AND BANKING INNOVATIONS

Surabaya,
29th January
2022

**PROCEEDING BOOK OF
THE 4TH INTERNATIONAL CONFERENCE ON BUSINESS AND
BANKING INNOVATIONS(ICOBBI) 2022
“The Strategy of Digitalization in Business for Gaining Competitive Advantages after
Pandemic”**

**29th January 2022
At Zoom Meeting**

Published by:

Magister Manajemen Universitas Hayam Wuruk Perbanas, Surabaya, Indonesia
Jalan Wonorejo Utara No. 16, Rungkut Surabaya, East Java 60296
Telpon 082247845434 Website : <http://pascasarjana.perbanas.ac.id/>



RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEES PERFORMANCE: CASE IN GORONTALO

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Abstract: This study uses quantitative methods, where researchers are expected to describe the relationship between talent management and performance. Researchers took the scope of local government as the object of research by involving 214 respondents. Respondents were randomly selected from 70 OPD in the Gorontalo Provincial Government. Data were collected using a questionnaire and analyzed using simple regression analysis techniques. The results show that talent management has an effect on employee performance within the Gorontalo Provincial Government. The regression model shows that the relationship between talent management and employee performance is positive, where if the talent management process is implemented properly, employee performance will also increase. Mathematically, the value of the Y variable (performance) is 21,482 and will experience a shift in value of 0.868 or 86.8% of the constant value if it is influenced by talent management.

Keywords: Talent Management; Employees Performance

One of the benefits of implementing a talent management program is the continuous availability of employees who reach their respective best potential and improve existing performance within the agency or company. Talent management is a process, program, and cultural norms in the organization that are integrated in the organizational design which is then implemented to determine, find, develop, manage and retain talented employees in an effort to achieve strategic goals. With this talent management, the steps in finding talented employees, assessments and then developing groupings of talented employees within an organization (Harmen, 2018).

The stages of the talent management program have various variations. According to Cappeli (2008), the stages of the talent management program include setting criteria, selection, talent development, placement, and

evaluation. Talent management can also be interpreted in the broadest possible sense, namely strategic management to manage the flow of talent within an organization with the aim of ensuring the availability of talent teams to align the right people with the right jobs at the right time based on the organization's strategic objectives, priorities for the organization's activities or the company's business. (Inayati & Pella, 2011).

Problems regarding performance are problems that will always be faced by the management of the organization, therefore management needs to know the factors that can affect employee performance. The factors that can affect the performance of these employees will make the management of the organization can take the necessary policies, so as to improve the performance of its employees in accordance with the expectations of the organization (Octavia, 2008).

Law of the Republic of Indonesia number 5 of 2014 concerning State Civil Apparatus, article 77 states that the results of the performance appraisal of civil servants (PNS) are used to ensure objectivity in developing civil servants and serve as requirements for appointments and promotions, grants and sanctions, transfers, and promotions, as well as to attend training. Performance is a result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

Table 1. Employee Performance Assessment (2018-2020)

No	Performance Goals	2018		2019		2020	
		Target	Achievement	Target	Achievement	Target	Achievement
1	Service Orientation	100 %	88 %	100 %	89 %	100 %	80 %
2	Integrity	100 %	88 %	100 %	88 %	100 %	79 %
3	Commitment	100 %	89 %	100 %	89 %	100 %	84 %
4	Discipline	100 %	89 %	100 %	89 %	100 %	80 %
5	Cooperation	100 %	88 %	100 %	88 %	100 %	78 %
6	Leadership	100 %	88 %	100 %	88 %	100 %	80 %

Source: Data processed (2021)

Based on the data above, it is concluded that the performance of employees has not been optimal or has not reached the targets set by government agencies. This can be seen from the achievement of performance in recent

years. The low quality of employee work in carrying out their main duties and functions properly. Employee performance appraisals in this office are assessed annually based on performance targets or certificates of achievement (skp/dp3). These data motivate researchers to conduct further research, so that problems can be solved clearly and can be explained correctly.

METHOD

This study uses a quantitative descriptive research design, where researchers are expected to provide an overview of the influence between one variable and another, namely talent management as variable X and performance as variable Y. Variables are measured using the following indicators;

1. Talent Management (Pella dan Inayati, 2011)
 - 1) Recruitment and selection process
 - 2) Orientation process
 - 3) Retention process
 - 4) Education and training process
 - 5) Cadreization
2. Performance (Runtuwence, 2016)
 - 1) Quality
 - 2) Quantity
 - 3) Effectiveness and efficiency

Researchers took the scope of local government as the object of research involving 214 respondents. Respondents were randomly selected from 70 OPD within the Gorontalo Provincial Government. Data were collected using instruments and analyzed using regression analysis techniques.

RESULTS

Descriptive Analysis

Table 2. Frequency Distribution of Respondents' Answers About Talent Management

Indicator	Item	Scale					Mean	Category
		1	2	3	4	5		

Recruitment and Selection	Question 1	0	0	0	1	1	4,5	Good
	Question 2	0	0	0	1	1	4,5	Good
	Question 3	0	0	1	1	2	4,5	Good
	Question 4	0	2	0	1	2	4,5	Good
Mean 4,54								
Orientation	Question 5	0	2	0	5	2	4,6	Good
	Question 6	0	2	0	9	2	4,5	Good
Mean 4,62								
Recognition and Retention	Question 7	0	0	0	1	2	4,6	Good
	Question 8	0	0	0	2	1	4,3	Good
Mean 4,5								
Training	Question 9	0	0	0	1	1	4,5	Good
	Question 10	0	0	0	1	1	4,5	Good
Mean 4,55								
Cadre	Question 11	0	0	1	1	2	4,5	Good
	Question 12	0	2	0	1	2	4,5	Good
Mean 4,53								

Source: Data processed (2021)

Observing the results of the data analysis above, the researcher concludes that a talent-based performance appraisal or employee talent must be carried out. This follows statements from respondents who emphasized that talent management is important in the agency because the leadership can prepare for future leadership candidates. Both in terms of recruitment and selection, orientation, retention, training and regeneration must be based on the talents possessed by employees. Respondents' assessment of the urgency of a talent management showed good criteria,

which means it is suitable to be applied to OPD within the Gorontalo Provincial Government in order to improve employee performance in the future.

Table 3. Frequency Distribution of Respondents' Answers About Performance

Indicator	Item	Scale					Mean	Category
		1	2	3	4	5		
Quantity	Question 1	0	0	0	1	2	4,62	Good
	Question 2	0	0	2	1	1	4,41	Good
	Question 3	0	0	0	2	1	4,38	Good
	Question 4	0	0	2	1	2	4,56	Good
	Question 5	0	0	0	1	2	4,65	Good
	Question 6	0	0	2	7	2	4,68	Good
Mean 4,55								
Quality	Question 7	0	0	2	1	2	4,56	Good
	Question 8	0	0	0	2	2	4,76	Good
	Question 9	0	2	0	5	2	4,68	Good
	Question 10	0	0	0	2	1	4,38	Good
	Question 11	0	0	0	1	2	4,71	Good

	Question 12	0	0	2	1	2	4,56	Good
Mean 4,61								
Effectiveness and Efficiency	Question 13	0	0	0	1	2	4,65	Good
	Question 14	0	0	2	7	2	4,68	Good
	Question 15	0	0	2	1	2	4,56	Good
Mena 4,63								

Source: Data processed (2021)

Judging from the three aspects of performance, namely quantity, quality, and timeliness of task completion, employee performance has met the requirements. However, what needs to be criticized is the data on the results of the performance appraisal which shows that the achievement of employee performance targets has not met the specified targets. This indicates that in the previous period the managerial process within the Gorontalo Provincial Government was not based on the talents of the employees, so that the distribution process of main tasks and functions was still not on target. Therefore, in this study the researchers tried to examine the extent to which talent management has an effect on employee performance.

Hypotheses Test Result

Hypothesis testing is done by comparing the value of t_{count} with t_{table} with criteria;

If, $t_{count} > t_{table}$, H_0 rejected and H_a accepted

If, $t_{count} < t_{table}$, H_0 accepted and H_a rejected

The t_{table} value based on the distribution table is 1.652 with a value of 0.05 and df 213. The following is a table that presents the results of t_{count} ;

Table 4. T_{count} Value

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.482	7.803		2.753	.010
Talent Management	.868	.143	.733	6.090	.000

a. Dependent Variable: Kinerja

Source: Data processed (2021)

Referring to the results, the t-value as presented in table 4 is 6.090 with a significance of 0.000. This value is of course greater when compared to t_{table} which is only worth 1.652. Therefore, the accepted hypothesis formula is $t_{count} > t_{table}$, then H_0 is rejected and H_a is accepted or it can be said that talent management has an effect on employee performance within the Gorontalo Provincial Government. The effect given is also very significant if it refers to a significance value of 0.000 which is smaller than the standard value of 0.05.

Coefficient of Determination

From the results of data processing carried out, researchers obtained the results of r^2 of 0.537. This value when entered into the formulation is $0 < 0.537 < 1$. It means that the value of r square moves closer to 1 which indicates the influence of talent management on performance is 0.537 or 53.7%. While the remaining 46.3% is explained by other variables not discussed in this study.

Regression Equation Model

In table 4, which contains the results of the t_{count} value, there is also a constant value (α) of 21.482 with a regression coefficient of 0.868. Thus the regression model formula is;

$$\hat{Y} = 21,482 + 0,868$$

From this model, it is indicated that the relationship between talent management and employee performance is positive, where if the talent management process is implemented properly, employee performance will also increase. Mathematically, the value of the Y variable (performance) is 21,482 and will experience a shift in value of 0.868 or

86.8% of the constant value if it is influenced by talent management.

DISCUSSION

For an organization to realize its vision and mission, the most important thing is the performance of its human resources. No exception in government agencies as non-profit organizations really expect maximum performance from all elements of the agency, because it has an impact on the achievement of agency goals. HR practitioners and academics in various literatures agree that employees are the most important asset in an organization (Lynn in Jackson, 2010, cited by Octavia and Susilo, 2018). To complete the organizational strategy, the presence of employees becomes a complementary variable. Therefore, to win the competition in the future, it is mandatory for agencies to manage the talents and talents of their employees. Employees who are accommodated in the talent management process will be prepared to become future leaders.

Theoretically, talent management is a process carried out by the company as a preventive effort in meeting the office's need for quality and well-performing human resources in the future. Improving the performance of employees in an office can be done by attracting talented and high-credibility employees who will then be developed and maintained by the office.

The use of talent management methods to fill the position of future agency leaders is the right strategy, because the agency does not need to doubt the performance of the employees who have been prepared. This is in line with the theory put forward by Pratt, et al., in Bethke-Langenegger, et al., (2011) that talent management strategy is an investment that can later produce quality and high-performing workers. From this it can be concluded that there is a significant correlation between talent management and

employee performance (Octavia and Susilo, 2018).

In line with the above theory, Davis (In Febriani 2012) also emphasized that Talent Management is a planned and structured approach to recruiting, retaining and developing talented people who consistently provide superior performance. So, according to Davis, it is obligatory to maintain and manage these talented people so they don't move to other companies and develop people who have these talents so that they can improve their performance.

Based on the survey of researchers, the respondents' answers strongly emphasized that both from the aspect of recruitment and selection, orientation, retention, training and regeneration must be based on the talents possessed by employees. Respondents' assessment of the urgency of a talent management showed good criteria, which means it is suitable for improving employee performance in the future. The test results also conclude that the employee's performance is significantly influenced by the talent of the employee. This finding also strengthens the results of research conducted by previous researchers such as Fatmasari (2017), Febriani (2012), Isanawikrama (2017), Kusumowardani (2016), Nisa (2016), Octavia (2018), Rachmadinata (2017), and Sukoca (2016).

CONCLUSION

1. Talent management has an effect on employee performance.
2. The amount of contribution made by talent management in influencing employee performance is 53.7% which indicates that of all the factors that affect employee performance, most are determined by how the talent management process is implemented.
3. The regression model shows that the relationship between talent management and employee performance is positive, where if the talent management process is implemented properly, employee

performance will also increase. Mathematically, the value of the Y variable (performance) is 21,482 and will experience a shift in value of 0.868 or 86.8% of the constant value if it is influenced by talent management

RECOMMENDATION

Referring to the conclusion above, the researcher recommends the following;

1. The talent management strategy shows that it is suitable to be applied to the Gorontalo Provincial Land Agency in order to improve employee performance in the future.
2. Both in terms of recruitment and selection, orientation, retention, training and regeneration must be based on the talents possessed by employees. As a form of agency investment in preparing qualified workers who are ready to fill crucial positions in the organization.
3. For further researchers, it is recommended to be able to expand the scope of research by increasing the number of respondents in order to obtain results and conclusions with a stronger general level.

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