

RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEES PERFORMANCE: CASE IN GORONTALO

by Rizan Machmud

Submission date: 28-Jun-2023 09:05PM (UTC+0800)

Submission ID: 2123933236

File name: 255-261_Rizan_1.pdf (665.06K)

Word count: 3159

Character count: 16061



RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEES PERFORMANCE: CASE IN GORONTALO

Rizan Machmud¹, Raflin Hinelolo², Tineke Wolok³, Umin Kango⁴

¹rizanmachmud@ung.ac.id

²raflinhinelolo@ung.ac.id

Department of Management, Economic Faculty, State University of Gorontalo

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. 15 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 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).

¹⁴ Law of the Republic of Indonesia number 5 of 2014 concerning State Civil ²¹paratus, 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)

²³ 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	18 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	4,58	Good
	Question 15	0	0	2	1	2	4,56	Good
Mean 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		Sig.
	B	Std. Error	Beta	t	
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 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;

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

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.

REFERENCES

- Fatmasari. 2017. *Pengaruh Talent Management Dan Self Efficacy Terhadap Kinerja Karyawan Distributor Alat Berat*. Makasar. Jurnal Bisnis Darmajaya, Vol :03. No.02.
<https://www.google.com/url?sa=t&source=web&rct=j&url=http://scholar.google.com.id/scholar%3Fq%3Dpengaruh%2Btalent>
- Febriani Dhinnar Ambia. 2012. *Pengaruh Talent Management Terhadap Kinerja Pegawai pada Kantor Pusat PT. Bank X. Depok*. Jurnal. <https://www.google.com/url?sa=t&source=web&rct=j&url=http://scholar.google.com.id/scholar%3Fq%3Dpengaruh%2Btalent>
- Inayati Afifa. dkk. 2011. *Talent Management*. Jakarta. PT Gramedia Pustaka Utama.
- Isanawikrama, dkk. 2017. *Analisis Pengaruh Talent Management Terhadap Organizational Performance dan Dampaknya pada Employee Retention*. Jakarta. Jurnal Administrasi dan Kesekretarian. Vol:3 No 1.
<https://www.google.com/url?sa=t&source=web&rct=j&url=http://jurnal.stiks-tarakanita.ac.id/index.php/JAK/article>
- Kusumawijaya Ketut Ida. 2011. *Peran Mitra Strategis Dan Agen Perubahan Dalam Manajemen Talenta Dan Kinerja Manajer*. Bali. Ejournal. Vol :15 No.1
https://www.google.com/url?sa=t&source=web&rct=j&url=http://jurnal.uin.ac.id/JSB/article/view/3196&ved=2ahUKEwi_6qvw2s
- Kusumowardani ayu, dkk. 2016. *Analisis Pengaruh Manajemen Talenta dan Global Minset Terhadap Kinerja Pegawai dan Turnover Intention dengan Komitmen Organisasi Sebagai Variabel Intervening*. Ejournal. Vol :5 No 3.
<https://www.google.com/url?sa=t&source=web&rct=j&url=https://ejournal3.undip.ac.id/index.php/djom/article/view>
- Mangkunegara Prabu Anwar. 2017. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung. PT Remaja Rosdakarya
- Nisa Choirun Ridha, dkk. 2016. *Pengaruh Manajemen Talenta dan Manajemen Pengetahuan Terhadap Kinerja Karyawan*. Malang. Jurnal Administrasi Bisnis student journal (JAB). Vol :39 No.2 Oktober 2016.
- Octavia Viany Hanna, dkk. 2018. *Pengaruh Manajemen Talenta*



- Terhadap Kinerja Pegawai*. Malang. Jurnal Administrasi Bisnis. Vol 60:187.
<https://www.google.com/url?sa=t&source=web&rct=j&url=http://admnistrasibisnis.studentjournal.ub.ac.id/index.php>
- Rachmadinata Satria Niko, dkk. 2017. Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan Lintasarta Kota Jakarta. Bandung. Jurnal Manajemen Indonesia. Dapat Dilihat
- Runtuwence Fricilia .2016. *Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Di Badan Kepegawaian Minahasa Selatan*. Manado. Jurnal. <https://www.google.com?url?sa=t&source=web&rct=j&url=https://ejournal.Unsrat.ac.id/index.php/jurnaleksektif/article/download>
- Priyono. 2010. *Manajemen Sumber Daya Manusia*. Siduarjo. Zifatama Publisher.
- Sedarmayanti. 2007. *Manajemen Sumber Daya Manusia*. Bandung. PT Refika Aditama.
- , 2017. *Manajemen Sumber daya manusia*. Bandung. PT Refika Aditama
- Soplah, Dkk. 2018. *Manajemen Sumber Daya Manusia Strategik*. Yogyakarta. C.V Andi Offset.
- Sukoca Iwan, dkk. 2016. *Analisis Strategi Manajemen Talenta Menggunakan Pendekatan Kompetensi Organisasional pada PT Pindad (Persero)* Bandung. Bandung. Jurnal AdBispreneur. Vol :1 No. 1, April 2016.
<https://ww.google.com/url?sa=t&source=web&rct=j&url=http://jurnal.unpad.ac.id/adbispreneur/article/download/9101>
- Widodo Eko Suparno. 2015. *Manajemen Pengembangan Sumber Daya Manusia*. PUSTAKA PELAJAR. Yokyakarta: Dimaswids.
- Wijaya Tanto, dkk. 2015. *Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT Sinar Jaya Abadi Bersama*. Surabaya Jurnal Agora. Vol.3 No 2.
<https://www.google.com/url?sa=t&source=web&rct=j&url=https://media.neliti.com/media/publications/36406-ID-pengaruh>
- Wijayanto Japerdi, dkk. 2017. *Pengaruh Pelatihan Kompetensi Dan Motivasi Terhadap Kinerja Karyawan Pada Pt. Plasa Multi Krindo Manado*. Manado. Jurnal EMBA. Vol :5. No.2 September 2017.
<https://www.google.com/url?sa=t&source=web&rct=j&url=https://ejournal.unsrat.ac.id/index.php/emba/article>
- Zainal Rivai Veithzal, Dkk, 2015. *Manajemen Sumber Daya Manusia*. Jakarta. PT RajaGrafindo Persada.



RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEES PERFORMANCE: CASE IN GORONTALO

ORIGINALITY REPORT

20%

SIMILARITY INDEX

14%

INTERNET SOURCES

10%

PUBLICATIONS

12%

STUDENT PAPERS

PRIMARY SOURCES

1	jurnal.uinsu.ac.id Internet Source	2%
2	Submitted to William Carey University Student Paper	2%
3	Submitted to Regent Independent School and Sixth Form College Student Paper	1%
4	jurnal.umt.ac.id Internet Source	1%
5	Submitted to Coventry University Student Paper	1%
6	bmjopen.bmj.com Internet Source	1%
7	Sahat Sihombing, Endang Siti Astuti, Mochammad Al Musadieg, Djamhur Hamied, Kusdi Rahardjo. "The effect of servant leadership on rewards, organizational culture and its implication for employee's	1%

performance", International Journal of Law and Management, 2018

Publication

8	Submitted to Texas Teachers of Tomorrow LLC Student Paper	1 %
9	ejournal.unipas.ac.id Internet Source	1 %
10	Submitted to Forum Perpustakaan Perguruan Tinggi Indonesia Jawa Timur Student Paper	1 %
11	openlibrarypublications.telkomuniversity.ac.id Internet Source	1 %
12	www.neliti.com Internet Source	1 %
13	Submitted to School of Business and Management ITB Student Paper	1 %
14	sciencescholar.us Internet Source	1 %
15	Dian Amrainy, Lenny Christina Nawangsari. "The Effect of Talent Management, Knowledge Management and Work Culture on the Performance in the Survey Unit Centre of Hydrography and Oceanography Indonesia	1 %

Naval (Pushidrosal)", European Journal of Business and Management Research, 2021

Publication

16

makarioz.sciencemakarioz.org

Internet Source

1 %

17

Yolani Erawati, Syahrul Ramadhan. "The effectiveness of the Think Pair Share (TPS) method on explanatory text writing skills in terms of learning styles", BAHASTRA, 2021

Publication

<1 %

18

repository.ar-raniry.ac.id

Internet Source

<1 %

19

M. Naely Azhad, Lisa Anggraeni. "Manajemen Talenta Dan Pengembangan Karier Pengaruhnya Terhadap Kinerja Karyawan", Jurnal Manajerial, 2022

Publication

<1 %

20

jurnal.unissula.ac.id

Internet Source

<1 %

21

Muh. Kadarisman. "The influence of compensation, development, and supervision towards the performance of civil servants in depok city government, Indonesia", Cogent Psychology, 2019

Publication

<1 %

22

Submitted to Universitas Negeri Medan

Student Paper

<1 %

23

pinpdf.com

Internet Source

<1 %

24

e-journal.unmas.ac.id

Internet Source

<1 %

25

pingpdf.com

Internet Source

<1 %

26

repositori.usu.ac.id

Internet Source

<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography On