

The Influence of Talent Management and Job Satisfaction on Employee Performance

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Abstract

This research aims to find out how much influence talent management and job satisfaction have on employee performance. This research took samples from employees working at Bekasi Regency Companies which received 60 respondents. The method used is a quantitative survey research method carried out by distributing questionnaires which include statements regarding talent management issues, job satisfaction and employee performance. The results of this research found that job satisfaction has a significant effect on employee performance and talent management does not have a positive effect. on employee performance.

Keywords: Talent Management, Job Satisfaction, Employee Performance.

Introduction

The most important resource is human resources. Human resources are resources that are used to synergize other resources to achieve organizational goals. (Astuti & Panggabean, 2014). Karina et, all (Karina & Ardana, 2020) stated that the role of employees is very large in achieving the success of the company, what needs to be considered is employee performance, namely service. The success of a company is largely determined by the services provided. Every company certainly always tries to improve the performance of its employees, with the hope that the company's goals will also be achieved. Employees are not merely objects in achieving goals, but also subjects or actors. They can be planners, executors and controllers who always play an active role in realizing company goals, and have thoughts, feelings and desires that can affect their attitude towards work.

Talent Management is defined as the implementation of a process by the Company to anticipate and fulfill the company's needs for human resources (Dhinnar, 2018). Talent management is a process in human resource management activities to manage talent in a Company with the aim of ensuring the availability of talent supply to align the right employees with the right jobs based on the Company's strategic goals (Wahyuni, 2019). From the employees' point of view, about a third of them would say that having talent management and job satisfaction is very important to them. The job satisfaction survey based on the characteristics and work unit of employees was conducted at the Health Polytechnic of the

Ministry of Health Jakarta I. This survey was conducted on all civil servants and CPNS based on the data of the Rank Order List as of April 2016, totaling 152 people. At the time of data collection, employees who became survey respondents amounted to 131 people with data collection using a questionnaire. Based on the survey results it can be concluded, most employees of the Health Polytechnic of the Ministry of Health Jakarta I feel satisfied 80.7% and employees who feel less satisfied are 19.3%, there are 3 dimensions of job satisfaction that have an average level of satisfaction is good, namely salary (94.62%), work (70.96%) and coworkers (88, 07%), there are 3 dimensions of job satisfaction, namely superiors (57.69%), promotions (53.08%) and the environment (64.15%) have a level of satisfaction that still needs to be improved and needs attention, the dimension of the work environment, namely usable facilities, has the largest contribution to employee dissatisfaction 59.23%.

The phenomenon that occurs above requires identification, procurement and equitable distribution of work facilities so that all employees both in the Directorate and Department feel facilitated in carrying out their work. It is necessary to further evaluate the causes of employee job dissatisfaction so that the percentage of employee job satisfaction can be increased. Increased employee job satisfaction is expected to increase employee commitment in achieving the organizational goals of the Health Polytechnic of the Ministry of Health Jakarta I as a health education institution.

Talent management is a series of activities carried out by the company to find the right employees and place them in the right place through the process of identification, development, defense, and placement in the appropriate position (McDonnell & Wiblen, 2020). Vural et al, (2012) stated that an employee who feels engaged with the company will always have high enthusiasm for the work and responsibilities given by the boss. Vural et al, (2012) states that employees in a company will be bound to improve organizational goals and objectives when they feel appreciated by their leaders. In addition, employees who feel valued, appreciated, and recognized for their existence will be more motivated and improve themselves in achieving job satisfaction through talent management. Several studies state that talent management has a positive influence in improving employee performance. Research Nisa et al, (2016) stated that talent management developed by the company has a positive influence in improving employee performance. Asri (2017) stated the same thing that companies that are able to develop talent management have a positive influence in improving employee performance.

In addition to Talent Management, job satisfaction also plays an important role in preparing quality and competitive human resources. The tight global competition encourages companies to continue to improve their company's performance, therefore quality human resources with mastery of their knowledge are an important choice that must be made to achieve the company's vision. Knowledge has become something very decisive, therefore its acquisition and utilization need to be managed properly in the context of improving employee performance (Harmen, 2018). Every employee in a company needs to get satisfaction at work which can

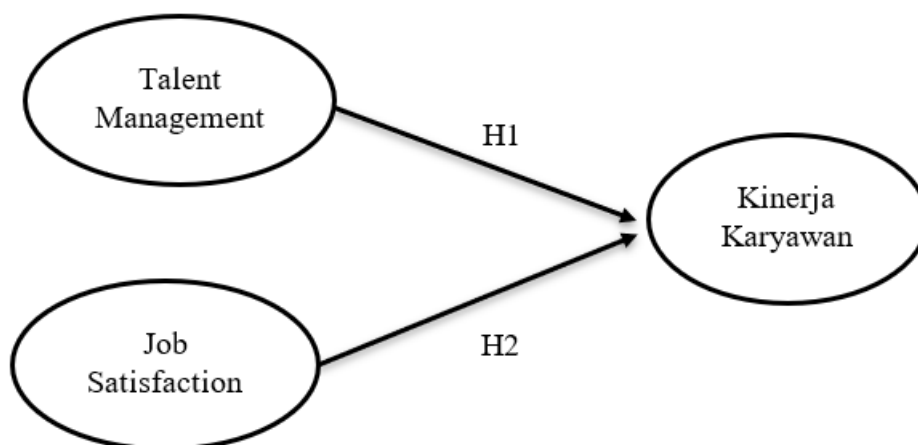
also have an impact on improving employee performance, Job satisfaction leads to improved performance, so satisfied workers will be more productive at work. If people are satisfied with their work they like and are motivated to carry out their work and their performance is high, otherwise if they are not satisfied with their work they are not motivated to carry out their work and their performance is low. The demand for high employee performance has indeed become part of every company, because a successful company cannot be separated from the performance of employees who work for the company.

Method

The method used is a quantitative research method used to obtain data that occurred in the past or present, about beliefs, opinions, characteristics, behavior, variable relationships and to test several hypotheses about sociological and psychological variables from samples taken from certain populations Data collection techniques by distributing questionnaires and research results tend to be generalized (Sugiyono, 2012). The population was taken from workers who worked in the Bekasi Regency area with a sample of 60 workers. Data analysis in this study used smart PLS software with data tested in this study including R-square, Path Coefisien.

Research Design

Figure 1. Research Design



Result and Discussion

Table 1. R Square

	R Square	R Square Adjusted
KNK	0,477	0,459

Based on the data table 1 above, the regression analysis conducted shows significant results related to the model used to explain employee performance. The R-Square value of 0.477 illustrates that the model is able to explain about 47.7% of the variation in employee performance. This figure indicates a relatively high level of explanation, and most of the variation in performance can be attributed to the factors included in the model. In addition, the Adjusted R-Square value of 0.459 provides more precise information as it takes into account the number of independent variables in the model. This value remains high, indicating that the model remains relevant and has the ability to explain variations in employee performance even after accommodating the complexity of the model. The decrease in value between R-Square and Adjusted R-Square may reflect the complexity added by the additional variables in the model, and this overall provides a more critical picture of the model's ability to explain the observed phenomenon. Overall, these results suggest that the model has a good ability to explain variations in employee performance, and the factors included in the analysis have a significant impact. Nonetheless, a more in-depth and contextual interpretation is necessary to understand the contribution of each variable and its practical implications in the context of a specific organization or work environment.

Path Coefficients

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KK -> KNK	0,386	0,383	0,212	1,824	0,069
TM -> KNK	0,351	0,365	0,159	2,213	0,027

The analysis results show that the variable "Job Satisfaction" has a T Statistic value of 1.824. This T statistic reflects how much difference there is between the average observation and the average prediction in standard deviation units. With a positive value of 1.824, it can be indicated that the "Job Satisfaction" variable has a potential positive impact on "Employee Performance" in the context of this study. However, the P-value associated with the "Job Satisfaction" variable is 0.069. This P-value provides an indication of how significant the variable is to "Employee Performance". With a value above the generally set significance level (e.g., 0.05), this result indicates that there is not enough statistical evidence to reject the null hypothesis. The null hypothesis states that there is no significant effect of the variable "Job Satisfaction" on "Employee Performance" in the population. This research is in line with

research conducted by Ayu Desi Indrawati (Desi Indrawati, 2013) From his research, the job satisfaction construct is formed by indicators, namely the attitude of the boss, coworker relations, compensation system, career system, and work environment. Based on statistical data analysis, it proves that employee job satisfaction has a positive significant effect on employee performance, with a path coefficient value of 0.562. Other previous research conducted by Revilia Dian Rismayanti et al. (Rismayanti & Ain, 2016), He argued that the second hypothesis using path analysis, showing a beta coefficient of 0.306 which states that Employee Job Satisfaction has a significant effect on Employee Performance is accepted. The positive direction of the relationship indicates that if the Employee Job Satisfaction variable is getting better or increasing, the Employee Performance variable will also increase. However, this research is not in line with previous research conducted by Irma Kusuma Fitri (Irma Kusuma Fitri^{1*}, 2021), This study found that job satisfaction has no significant effect on employee performance, he revealed that based on the results of testing the effect of job satisfaction on employee performance, a significance value of 0.733 was obtained. The significance value which is above (α) 0.05 and the negative coefficient indicates that job satisfaction has no effect on employee performance so that the fourth hypothesis is rejected. So that the job satisfaction that employees have does not have a positive impact on employee performance. So satisfaction with employees does not guarantee that employee performance will be better. So that satisfaction with employees must be increased again so that employees are more active in doing their work, so that it can have a positive impact on their performance.

The regression analysis results show that the "Talent Management" variable has a T Statistic value of 2.213. This T Statistic reflects how much difference there is between the average observation and the average prediction in standard deviation units. With a positive value of 2.213, it can be indicated that the "Talent Management" variable has a significant impact on "Employee Performance" in the context of this study. Furthermore, the P-value associated with the "Talent Management" variable is 0.027. This P-value gives an indication of how significant the variable is on "Employee Performance". With a value below the commonly set significance level (e.g., 0.05), this result indicates that there is enough statistical evidence to reject the null hypothesis. The null hypothesis states that there is no significant effect of the variable "Talent Management" on "Employee Performance" in the population. The results of this study are in line with the results of previous research conducted by Kevin Wang (2021), He revealed that there are partial test results (t test), it is known that the talent management variable has no effect on employee performance, this is indicated because t count is less than t table ($1.378 < 2.010$) and significance 0.174 more than 0.05. However, the results of this study are in line with previous research conducted by Ni Ketut Nonik Widianingsih. (2018), the results of the study show that from these results it can be seen that tcount ($6.704 > t_{table}$ (1.56765)) and a significance value of $0.000 > 0.05$ then H_0 is rejected and H_1 is accepted. When viewed in a simple linear regression equation, the coefficient value of variable X is positive,

because H1 is accepted, Talent Management has a positive and significant effect on Employee Performance at PT Telekomunikasi Wilayah Telkom Bandung. In addition to the previous research above, there is another previous research conducted by Hilma Harmen (Harmen, 2018), ia mengungkapkan bahwa talent management berpengaruh positif dan signifikan terhadap Employee performance with a tcount value = 7.952 > ttable = 1.664 and a probability of 0.000 at a significant level of 10%. This means that the more talent management increases in the company, the more employee performance increases.

Conclusion

In this context, it can be concluded that the results may indicate a potential relationship between Job Satisfaction and Employee Performance, but cannot be concluded with high statistical confidence. More in-depth interpretation and contextual considerations need to be made to understand whether the Job Satisfaction variable has a practical or significant impact in the context of the organization or work environment in question. In addition, consideration of other factors that may influence the relationship also needs to be taken into account. Thus, it can be concluded that the Talent Management variable significantly affects Employee Performance in this research framework. This result indicates that effective implementation of talent management strategies can positively contribute to improved employee performance. Nonetheless, a more in-depth interpretation and consideration of the organizational context as well as other factors that may influence the relationship needs to be done to fully understand the impact.

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