

# THE INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE

## AT TELKOM UNIVERSITY

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### Abstrak

Telkom University adalah salah satu universitas swasta di Indonesia yang berakreditasi A dan menduduki peringkat 1 untuk PTS di Indonesia dan peringkat 10 untuk PTS dan PTN. Untuk menjaga prestasi tersebut, Telkom University harus menjaga kualitas karyawannya dengan menerapkan Talent Management agar dapat mempertahankan dan meningkatkan Kinerja karyawannya. Penelitian ini dilakukan di Telkom University Bandung dengan menggunakan Talent Management sebagai variabel independent dan kinerja sebagai variabel dependen. Tujuan penelitian ini untuk mengetahui pengaruh dari penerapan talent management terhadap kinerja karyawan, serta seberapa besar pengaruh talent management terhadap kinerja karyawan. Metode pengumpulan data dilakukan melalui penyebaran kuesioner terhadap 189 karyawan Telkom University Bandung. Metode penelitian yang digunakan pada penelitian ini adalah metode kuantitatif dengan teknik Analisa deskriptif dan Analisa regresi linear sederhana menggunakan IBM SPSS 25. Pada uji koefisien determinasi menunjukkan pengaruh talent management terhadap kinerja sebesar 47.6%, sisanya adalah 52.4% dipengaruhi oleh variabel lain yang tidak diteliti dalam penelitian ini.

**Kata Kunci:** Manajemen Talenta, Kinerja Karyawan

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### Abstract

Telkom University is one of the private universities in Indonesia with an A accreditation and ranks 1 for PTS in Indonesia and ranks 10 for PTS and PTN. To maintain this achievement, Telkom University must maintain the quality of its employees by implementing Talent Management in order to maintain and improve the performance of its employees. This research was conducted at Telkom University Bandung using Talent Management as an independent variable and performance as the dependent variable. The purpose of this study was to determine the effect of applying talent management on employee performance, as well as how much influence talent management has on employee performance. The method of data collection was done by distributing questionnaires to 189 Telkom University Bandung employees. The research method used in this study is a quantitative method with descriptive analysis techniques and simple linear regression analysis using IBM SPSS 25. The coefficient of determination test shows the influence of talent management on the performance of 47.6%, the remaining 52.4% is influenced by other variables not examined in this research.

**Keyword:** Talent Management, Employee Performance

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## 1. PENDAHULUAN

Nowadays, competence and competition have influenced the development of the business around the world. The entry of the digital transformation era in which technology and economic development has accelerated has made the competition even tighter in all sectors, including in education sector (Kompasiana, 2017).

Education is an effort to improve human quality that lasts a lifetime. By referring to education, humans will be able to advance and develop to achieve goals that can be beneficial for themselves and the people. Referring to the era of the ASEAN Economic Community or MEA, Education in Indonesia is required to produce skilled human beings who have advantages in competing both nationally and globally. Education is said to be of high quality or quality if an institution has met the standard which means that the quality of education can be seen as a condition, appearance, or performance that is shown by each component of supporting Education in achieving its intended goals (Kompasiana, 2017).

Telkom university is one of the private universities in Indonesia which was established in 2013 under the auspices of the Telkom Education Foundation (YPT) which consists of a merger of four institutions namely Technology Telkom (IT Telkom), Telkom Management Institute (IM Telkom), Telkom Polytechnic, and School of Indonesian Art and Design Telkom (STISI Telkom). Currently, Telkom University is ranked 1st in PTS in Indonesia and ranked 10th in PTS and PTN. To continue to maintain and develop, Telkom University must manage human resource management that will become more valuable and competitive compared to competitors to achieve their vision, mission and strategic goals as well as to increase the growth and sustainability of the universities.

In order to improve employee performance, talent management is needed. According to Kurgat (2016), talent management is the implementation of integrated strategies to increase employee’s productivity by improving the process to attract, develop and retain an employee. The same opinion was also expressed by Khatri et al. (2010) that organizations need to ensure that they are placed the right people with the right skills in the right jobs at the right time that aim to achieve the organization's strategic goals. To find out how to implement talent management at Telkom University, a pilot study was conducted which was distributed to 24 Telkom University Bandung employees.

**Tabel 1 Pilot Study Questionnaire**

NO	Statements	Respondent Answer				Total Score	Ideal Score	Percentage
		STS	TS	S	SS			
1	Talent planning is in accordance with the goals of the university.	0	11	13	0	59	96	61%
2	The recruitment process at the university is effective.	0	16	8	0	64	96	67%
3	I understand the job requirements needed at recruitment.	0	20	4	0	68	96	71 %
4	I feel the orientation process increases my enthusiasm and motivation for work.	1	21	2	0	71	96	74%
5	I feel that the university has communicated the work targets that must be achieved by talented employees.	0	16	8	0	64	96	67 %
6	I feel the talent mapping at the university is appropriate based on employee performance.	0	12	12	0	60	96	63%
7	The University always controls regularly on employee development programs.	1	16	7	0	66	96	69%
8	I feel that the career opportunities offered to increase my productivity at work.	2	13	8	1	64	96	67%
9	The University provides programs that aim to develop the talents of employees.	0	17	7	0	65	96	68%

10	The university provides benefits other than adequate income.	3	15	6	0	69	96	72%
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Source: Data Processed by Author, 2019

Based on the results of the preliminary questionnaire in Table 1.2, which is done to see talent management at Telkom University, it can be concluded that the application of talent management is still not well implemented. The results are 61% for the statement “Talent planning is in accordance with the goals of the university” and 63% in the statement, “I feel the talent at the university mapping is appropriate based on employee performance”. From these results, it can be concluded that the Telkom University employees feel that planning and mapping of talent management are still lacking and has not been appropriately implemented.

The results of the preliminary questionnaire in table 1.1 above are also supported by interviews with the Telkom University HR department stated that at present the human resources department is still focused on developing employees. The new Talent management applied at Telkom University is based on the assessment conducted by the assessment center. Assessment is a tool for assessing and measuring employee competencies that aim to measure the performance of human resources with accurate results. The assessment results aim to map talents to occupy a position based on the identification of competencies. However, despite using assessment, talent development in Telkom University still has not been appropriately implemented and is not right on target due to the emergence of a sense of disbelief in the results of the assessment itself which causes the assessment results still not reach the set targets.

**2. DASAR TEORI DAN METODELOGI PENELITIAN**

**2.1 Human Resource Management**

According to Sinambela (2017: 8), human resource management is a process in the scope of employees, laborers, managers and other workers who support organizational activities. Human resource management is also the design of the planning system, employee preparation and development, career management, performance evaluation, employee compensation and good employment relations.

According to Sedarmayanti (2016: 11), human resource management is the process of utilizing human beings as a way of working, so that all functions have an optimal function in frameworks, processes, and activities. Designed to support organizational goals by integrating the needs of organizations and individuals.

Hamali (2016: 2-4) states that human resource management is a strategic approach of skills, motivation, development and is part of organizational management that focuses on the element of human resources. Human resource management must be managed properly so that workers who are satisfied with their work are obtained. Human resource management can be defined as planning, organizing, directing, supervising procurement, and developing, compensating, integrating, maintaining, and terminating employment in order to achieve the goals of an integrated company organization

**2.2 Talent Management**

Management Talent introduced by MC. Kinsey and Company Following through a study he conducted in 1997. Pella and Inayati (2011: 81-82) stated that talent management is a process to ensure a company analyzes the position of future leaders and positions that support the company's core competencies (unique skill and high strategic value). While talents are human beings who want to be maintained by the company because of their strengths, talent can also be interpreted as identified employees as having the potential to become the company's future leaders.

According to Wahyuningtyas (2015) in Sule & Wahyuningtyas (2016:5), talent management is a series of integrated activities in managing high-performing employees at all levels of the organization with the main component is attracting talent through procurement and orientation, developing talent through performance management, learning, and reviewing talent, and retaining talent through career planning, succession planning, and talent

Muhyi et al. (2016:159) stated that talent management can be part of a comprehensive strategic approach to identify, evaluate, develop, and allocate talented human resource to achieve the best performance. Meanwhile, according to Mwanzi et al. (2017), talent management implicates positioning the right people in the right jobs to maximize the talent of the employee for optimal growth of the organization.

**2.3 Performance**

According to Edison et al. (2016: 190) that in general performance is the result of a process that refers to and is measured over a specified period of time based on provisions or agreements that have been previously set. Mondy and Noe in Widodo (2015: 147) state that there are several methods in performance research, namely: Rating Scale, Critical Incidents, Essays, Work Standards, Ranking, Forced Distribution, and Behavioral Anchored Rating Scale (BARS).

Mangkunegara (2015: 67) states that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

According to Edison et. al (2017:203) there are several ways to build employee performance:

1. **Target**  
Targets are indicators of fulfilling the number of goods, jobs, or the amount of money produced.
2. **Quality**  
The quality of the results achieved, as well as being an important element because the quality is strength in maintaining customer satisfaction.
3. **Completion Time**  
Timely completion and / or submission of work to be sure is the capital to gain customer trust. Understanding of customers here also for services in other parts of the internal scope of the company or organization.
4. **Obey the Principle**  
Obeying the principle must not only meet the target, quality and on time but also must be done in the right way, transparent and accountable.

### 3. **Research Methodology**

The research methodology used in this research is quantitative method with causal research type and the purpose of this research is based on research design descriptive. The independent variable used in this study is Talent Management (X) which is measured using the theory of Rustono and Wahyuningtyas (2016). While the dependent variable used in this study is employee performance (Y). Employee performance is measured using a theory from Edison et al. (2017) as a research instrument. Measurement of variables in the study of talent management has 29 items and 11 items for employee performance variables.

Sample collection in this study uses a sample random sampling technique, which is a random sampling technique from the population, regardless of the level found in the population. The results of the Slovin's method obtained a sample of 190 employees. The scale used in the questionnaire uses a Likert scale where there are 5 choices of answers consisting of very disagree to strongly agree.

The analysis technique in this study used simple linear regression analysis and classical assumption test (for normality and heteroscedasticity). Simple linear regression analysis in this research aims to determine the effect of talent management on employee performance.

## 4. **Discussion**

### 4.1 **Descriptive Analysis Test and Demography Aspect**

Results obtained and processed are based on gender, it can be seen that the respondents in this study, most are male respondents, which amounts to 103 people or 54.5%. While female respondents amount to 86 people or 45.5%, with the total number of respondents are 190.

Based on age, there are 30 or 15.8% respondents on the range age 20-25, respondents on the range age 26-30 are 63 respondents or 33.3%. Respondents on the range age 31-40 are 64 respondents or 33.7%, and those on the range age > 41 are 39 respondents or 20.5%. From the table above, it can be concluded that respondents who dominant based on age are on the range age 26-30, which amounts to 64 people with the total number of respondents are 190.

Based on last education, based on table 4.3, it can be seen that the last education of respondents at the diploma level was 41 people or 21.6%. At S1 level there are 122 people or 64.2%, the S2 level is 23 people or 12.1%, and the S3 level is 4 people or 2.1%. From table 4.3 above, it can be concluded that most respondents, according to education is the number of respondents who have S1 amount to 122 respondents or 64.2% with the total number of respondents is 190.

Based on length of work, respondents who have work for <5 years are 53 respondents or 27.9%, respondents who worked for 5-10 years are 79 respondents or 41.6%, respondents who worked for 11-15 years are 31 respondents or 16.3%, and respondents who worked for >15 years are to 26 respondents or 13.7%. From table 4.4 above, it can be concluded that the respondents according to the length of work are respondents who worked for 5-10 years as 79 respondent or 41.6% with the total amount of respondents are 190.

**4.2 Classic Assumption Test**

**4.2.1 Normality Test**

The classic assumption test that is carried out first is the normality test, the normality test is carried out to test whether the data is normally distributed or not.

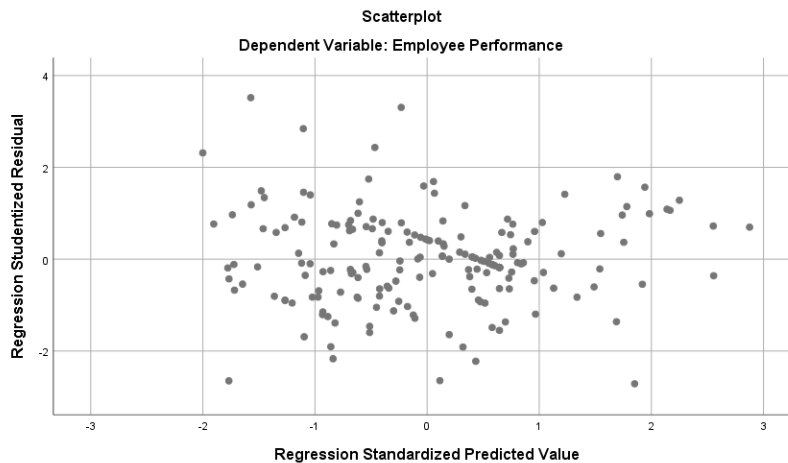
**Table 2 Kolmogrov-Smirnov Test**

Test Statistic	.061
Asymp. Sig. (2-tailed)	.086 <sup>c</sup>

Based on the results of the normality test with Kolmogorov Smirnov's One Sample, the Asymptotic value significantly  $0.086 > 0.05$ . it can be concluded that the regression model is declared normal.

**4.3 Heteroscedasticity Test**

**Table 3 Heteroscedasticity Test**



Source: Data Processed by Author, 2019

In the scatterplot chart in table 4.10 above it can be seen that the points spread randomly and spread well with the spread above and below the zero on the Y axis. This can be concluded that heteroscedasticity does not occur in this regression model.

**4.4 Simple Linear Regression**

Simple Linear Regression aims to determine how much the influence of talent management as an independent variable on employee performance as dependent variable.

**Table 4 Simple Linear Regression Table**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
1	(Constant)	10.057	2.411		4.172	.000
	Talent Management (X)	.295	.023	.682	12.790	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

$$Y \text{ (Employee Performance)} = 10.057 + (0.295) \text{ (Talent Management)}$$

From the results of simple linear regression, it can be concluded that talent management has a positive effect on employee performance.

**4.5 Coefficient Determination**

Determination coefficients are often denoted as R2 (Neolaka, 2014: 130). According to Gujarati (2012: 172) the coefficient of determination is a measure of how far the model's ability to explain the variation of dependent variability. The coefficient of determination between zero and one.

Based on the data that has been processed, the value of R2 is 0.468, the value of determination coefficient obtained  $(0.465)^2 \times 100\% = 46.5\%$ . This shows that the independent variable ability is talent management in explaining the independent variables of the dependent variable, namely employee performance is 46.5%, the remaining 53.5% which means that the dependent variable is explained by factors other than Talent Management.

**4.6 Hypothesis Test (t-test)**

**Table 5 The Result of t-test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.057	2.411		4.172	0.000
	<i>Knowledge</i>	.295	.023	0.682	12.790	0.000

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

In t table the results are 0.907. From this result it can be seen that t count (12.790) > t table (1.97266) and significance value 0,000 > 0.05 then it means that H0 is rejected and H1 is accepted. Dari hasil tabel didapatkan hasil seluruh t hitung dimensi talent management lebih besar dari t tabel 1, 97266, meaning that talent management has positif influence towards the employee performance.

**5. Conclusion**

Tthis research was conducted to find out the application of talent management to the performance of Telkom University Bandung employees. The author has done data processing, hypothesis testing and data analysis from questionnaires to 190 respondents of Telkom University Bandung employees. Based on the processed data, the results show that talent management (X) at Telkom University employees is in a good category because it has a percentage of 72.26%.

While based on the results of testing on the responses of respondents the performance of Telkom University employees is in the good category with a percentage of 75.65%. Based on the results of testing the influence of talent management on employee performance, there is a positive significant effect between talent management (X) and the employee performance (Y) of Telkom University and based on partial test results.



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