THE INFLUENCE OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE WITH EMPLOYEE INVOLVEMENT AS A MODERATING VARIABLE

Dikky Mooy[1], Teguh Setiawan Wibowo[2], Karyono[3], Muhammad Risal Tawil[4], Titin[5]
Politeknik Negeri Kupang, Indonesia[1], STIE Mahardhika, Indonesia[2] Universitas Pelita Bangsa, Indonesia[3] Politeknik Baubau, Indonesia[4] Universitas Islam Lamongan, Indonesia[5]
Email : dikky.mooy90@gmail.com

Abstract
This research is quantitative research with an exploratory approach which uses a number of previous studies such as Talent Management, Employee Performance and Employee Involvment. The data used in this research was obtained from 300 Ms-Glow employees spread throughout Indonesia. These data were obtained from distributing a questionnaire containing 5 questions containing strongly agree, disagree, normal/average, disagree and strongly disagree. The result in this research show the Talent Management variable has a positive and significant relationship to Employee Performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.022.. Apart from the above related to the hypothesis, researchers also believe that Employee Engagement is part of good Telelent Management. Therefore, Employee Engagement can influence Talent Management and can also influence Employee Performance. On this basis, the researcher assumes that it is also the second hypothesis in the research that the Employee Engagement variable can moderate the influence of the Talent Management variable on Employee Performance. The results of the second row of the third table of path coefficients show that the Employee Engagement variable can moderate the influence of the Talent Management variable on Employee Performance. This is because the P-Values value is positive and is below the significance level of 0.05, which is 0.000, which is more significant than direct testing. Therefore, the first and second hypotheses in this study can be accepted.

Keywords: Talent Management, Employee Performance, Employee Involvement

1. INTRODUCTION

Armstrong (Kotler, 2008) defines talent management as the process of identifying, developing, recruiting, retaining and deploying talented people. Meanwhile, according to (Eka Yulia Pratiwi, 2021) in Usha Tiwari & Devanshi Shrivastava (2013) talent management is one of the main management tools for human asset management in the 21st century because the significant resources for companies competing in this century are no longer land, capital, and other tangible assets but the human capital necessary to adapt organizations to global competition and maximize the benefits associated with today's technological boom. Another opinion expressed by (Pella, 2011) who define talent management as strategic management to manage the flow of talent in a company which aims to ensure the availability of talent supply and align the right employees with the right jobs and time. appropriate based on the company's strategic objectives as well as the priorities of the company's activities or the company's business.

The conclusion from several expert opinions is that talent management is a series of initiatives carried out by companies through the process of identifying, developing and retaining talented employees to align the right employees with the right jobs and at the right time based on the company's strategic goals and company activity priorities by optimizing the performance of talented employees. thereby creating business excellence and achieving the Company's vision (Windarto, 2021).

Talent Management is an effort to understand how a person's talents fit and are in harmony with the overall efforts and functions of HR to improve the performance of a company or organization. According to (Smilansky, 2008), the objectives of talent management are as follows: 1. Developing the best superior team in competitive business conditions. 2. Obtain replacement candidates for key executive positions. 3. Allows for mutual complementarity between executives from various functional, geographic and business backgrounds, so that they can develop innovation and make the best possible use of internal resources within the company. 4. Develop the necessary career opportunities that can retain and attract the best executives. 5. Building a culture that is able to encourage the best executives to perform at the peak of their potential. 6. Ensure that there are opportunities for the most talented employees to advance quickly from the bottom levels of the company to the top levels. 7. Promote executive diversity (based on gender, ethnic background and age) in key positions, reflecting customer characteristics and a broad talent pool. 8. Develop a potential employee assessment process whose results exceed the perspective of the employee's manager. 9. Building a sense of ownership of the need for good talented employees, opening unlimited opportunities for special employees, and developing employees for the benefit of the company.

The benefits of talent management according to (Pella, 2011) are: 1. Continuous availability of employees who reach their best potential. 2. Helping companies to answer business challenges. 3. Can enter new market areas and be able to compete with competitors. 4. Able to develop a public reputation for being a good place to work. 5. Foster loyalty among employees who have worked for the company. Talent management indicators according to (Pella, 2011) are: 1. Recruitment and selection process 2. Success planning 3. Training and development 4. Performance management process 5. Compensation 6. Retention.

The benefits of talent management according to (Pella, 2011) are: 1. Continuous availability of employees who reach their best potential. 2. Helping companies to answer business challenges. 3. Can enter new market areas and be able to compete with competitors. 4. Able to develop a public reputation for being a good place to work. 5. Foster loyalty among employees who have worked for the company. Talent management indicators according to Pella and Inayati (2011:84) are: 1. Recruitment and selection process 2. Success planning 3. Training and development 4. Performance management process 5. Compensation 6. Retention.

The conclusion from several expert opinions above is that employee performance is the achievement of a work result in a work process which is based on natural abilities or abilities obtained from the learning process as well as motivation to achieve and to improve individual performance and achieve company goals. (Purnawan et al., 2023) determine six standards for measuring employee performance, namely based on quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. Meanwhile, Dharma (Mulyono, 2018) sets three work measurement standards based on quality, quantity and timeliness.

In line with researchers' assumptions, several previous research results show (Firjatullah et al., 2023); (Purnawan et al., 2023); (Yuniartika, 2022); (Azhad & Anggraeni, 2022) & (Karina, 2019) show a positive relationship and a significant influence on employee performance. Different from previous research, this research adds the Employee Involvment variable as a moderating variable.

2. RESEARCH METHODS

Figure 1
Model
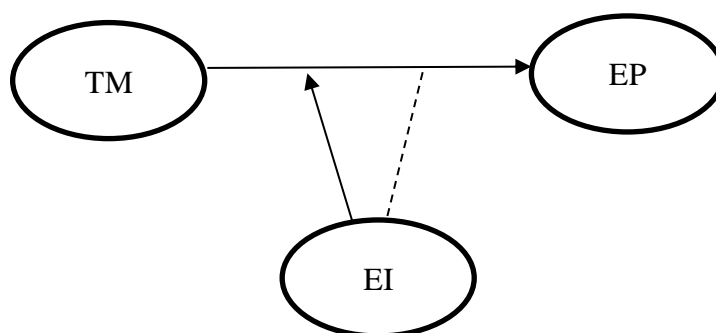
Noted:
TM: Talent Management
EP: Employee Performance
EI: Employee Involvment
Hypothesis:
H1: The Influence Talent Management on Employee Performance
H2: Employee Involvment Can Moderates The Influence Talent Management on Employee Performance

Based on the explanation above and the picture above, this research aims to analyze the influence of Talent Management on Employee Performance. In contrast to research (Firjatullah et al., 2023); (Purnawan et al., 2023); (Yuniartika, 2022); (Azhad & Anggraeni, 2022) & (Karina, 2019) this research adds the Employee Involvment variable which can moderate the influence of the Talent Management variable on employee performance (Melawati & Rahmawati, 2022). This research is quantitative research with an exploratory approach which uses a number of previous studies such as Talent Management, Employee Performance and Employee Involvment (Melawati & Rahmawati, 2022). The data used in this research was obtained from 300 Ms-Glow employees spread throughout Indonesia (Zulyanto, 2016). These data were obtained from distributing a questionnaire containing 5 questions containing strongly agree, disagree, normal/average, disagree and strongly disagree (Sari et al., 2018).

3. RESULT AND DISCUSSION

Validity Test
Even though it was distributed to 300 Ms Glow employees who were believed to contain quality question items and were closely related to this research, the questions distributed had to go through a validity test stage first to ensure that the question items distributed were valid with the following results (Hair, 2010):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Talent Management (X1)	Good talent management can improve the quality of human resources	0.844
	Good talent management can make company targets easily achieved	0.839
	Good talent management can make employees comfortable	0.841
	Good talent management can make employees' vision clearer	0.829
	Good talent management can make employee performance choices approachable	0.844
	Good talent management can increase employee performance	0.847
Employee Performance (Y)	Employee performance can be influenced by good Talent Management	0.944
	Employee performance can be influenced by active employees	0.959
	Employee performance can be influenced by the number of employees involved in an event	0.978
	Employee performance can be influenced by the systematic system in a company	0.988
Employee Involvment (Z)	Employee involvement can influence employee performance	0.910
	Employee involvement is one form of good company talent management	0.919
	Employee involvement can influence Talent Management	0.915
	Employee involvement can make company goals easier to achieve	0.911

Valid = Loading Factor > 0.70

Reliablitiy Test

Apart from testing the validity of the 14 question items used in this research, the next higher stage is the reliability test. The difference with the validity test which tests question items, the reliability test tests the variables in each study by knowing the value of Cronbach alpha and composite reliability in this study with the following results(Ghozali, 2016):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Talent Management	0.898	0.851	Reliable
Employee Performance	0.978	0.937	Reliable
Employee Involvment	0.941	0.901	Reliable

Reliable > 0.70

Path Coefisien

The aim of testing the validity of each question item consists of 14 question items, namely 6 questions on the Talent Management variable, 4 question items on the Employee Performance variable and 4 question items on the Employee Engagement variable. Apart from that, the reliability test which tests the 3 variables mentioned above is in the middle stage. The final stage also becomes the core stage, namely the Path Coefficient to prove the hypothesis proposed by the researcher with the following results (Sarstedt et al., 2014):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	TM->EP	0.022	Accepted
Indirect Influence	EI* TM->EP	0.000	Accepted

Significant Level < 0.05

The results of the explanation above are in line with the paradigm that the researcher built from the introduction, namely that good Talent Management can produce quality employee human resources which have a good impact on employee performance because good Talent Management can improve employee skills, employee ethics and attitudes. others related to Employee Performance. The results of the third table in the first row prove that the Talent Management variable has a positive and significant relationship to Employee Performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.022. These results are in line with research (Firjatullah et al., 2023); (Purnawan et al., 2023); (Yuniartika, 2022); (Azhad & Anggraeni, 2022) & (Karina, 2019). Apart from the above related to the hypothesis, researchers also believe that Employee Engagement is part of good Telelent Management. Therefore, Employee Engagement can influence Talent Management and can also influence Employee Performance. On this basis, the researcher assumes that it is also the second hypothesis in the research that the Employee Engagement variable can moderate the influence of the Talent Management variable on Employee Performance. The results of the second row of the third table of path coefficients show that the Employee Engagement variable can moderate the influence of the Talent Management variable on Employee Performance. This is because the P-Values value is positive and is below the significance level of 0.05, which is 0.000, which is more significant than direct testing. Therefore, the first and second hypotheses in this study can be accepted.

4. CONCLUSION

The results of the explanation above are in line with the paradigm that the researcher built from the introduction, namely that good Talent Management can produce quality employee

human resources which have a good impact on employee performance because good Talent Management can improve employee skills, employee ethics and attitudes. others related to Employee Performance. The results of the third table in the first row prove that the Talent Management variable has a positive and significant relationship to Employee Performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.022. These results are in line with research (Firjatullah et al., 2023); (Purnawan et al., 2023); (Yuniartika, 2022); (Azhad & Anggraeni, 2022) & (Karina, 2019). Apart from the above related to the hypothesis, researchers also believe that Employee Engagement is part of good Telelent Management. Therefore, Employee Engagement can influence Talent Management and can also influence Employee Performance. On this basis, the researcher assumes that it is also the second hypothesis in the research that the Employee Engagement variable can moderate the influence of the Talent Management variable on Employee Performance. The results of the second row of the third table of path coefficients show that the Employee Engagement variable can moderate the influence of the Talent Management variable on Employee Performance. This is because the P-Values value is positive and is below the significance level of 0.05, which is 0.000, which is more significant than direct testing. Therefore, the first and second hypotheses in this study can be accepted.

REFERENCES

Azhad, M. N., & Anggraeni, Li. (2022). Manajemen Talenta Dan Pengembanag Karier Pengaruhnya Terhadap Kinerja Karyawan. *Jurnal Manajerial*, *9*(03), 338. Https://Doi.Org/10.30587/Jurnalmanajerial.V9i03.4181

Eka Yulia Pratiwi. (2021). Pengaruh Penerapan Green Accounting Terhadap Kinerja Keuangan Perusahaan Pada Perusahaan Yang Terdaftar Di Bursa Efek Indonesia (Studi Kasus Pada Perusahaan Manufaktur Yang Terdaftar Di Bursa Efek Indonesia 2016- 2021. In *Universitas Teknokrat Indonesia* (Vol. 3, Issue 2).

Firjatullah, J., Wolor, C. W., & Marsofiyanti. (2023). Pengaruh Lingkungan Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, *2*(1), 01–10.

Ghozali, I. (2016). *Aplikasi Analisis Multivariete Dengan Program (IBM. SPSS)*. Univrsitas Dipenogoro.

Hair. (2010). *Multivariate Data Analysis, Seventh Editions*. New Jersey.

Karina, N. K. (2019). Pengaruh Talent Management Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Moderasi Pada Karyawan. *E-Jurnal Manajemen*, *27*(2), 635–637.

Kotler, P. (2008). *Prinsip-Prinsip Pemasaran. Diterjemahankan Oleh Bob Sabran. Ed. 12 Jd. 1*. Erlangga.

Melawati, H. G., & Rahmawati, M. I. (2022). Pengaruh Green Accounting Dan Pengungkapan Csr Terhadap Nilai Perusahaan : Profitabilitas Sebagai Variabel Mediasi. *Jurnal Ilmu Dan Riset Akuntansi*, *11*(6), 1–25.

Mulyono, H. (2018). Kepemimpinan (Leadership) Berbasis Karakter Dalam Peningkatan Kualitas Pengelolaan Perguruan Tinggi. *Jurnal Penelitian Pendidikan Sosial Humaniora*, *3*(1), 290–297. Https://Doi.Org/10.32696/Jp2sh.V3i1.93

Pella, D. . (2011). *Talent Management*. Gramedia Pustaka Utama.

Purnawan, R. T., Permata, R., Muthmainnah, S., & Muljadi, M. (2023). Pengaruh Talent Management Terhadap Kinerja Karyawan. *Jurnal Comparative: Ekonomi Dan Bisnis*, *5*(1), 25. Https://Doi.Org/10.31000/Combis.V5i1.8061

Sari, D. N., Mintarti, S., & Pattisahusiwa, S. (2018). Analisis Efektivitas Dan Efisiensi Pelaksanaan Anggaran Belanja. *Kinerja*, *15*(1), 38. Https://Doi.Org/10.29264/Jkin.V15i1.4051

Sarstedt, M., M. Ringle, C., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM): A Useful Tool For Family Business Researchers. *Journal Of Family Business Strategy*, *5*(1), 105–115.

Smilansky, J. (2008). *Developing Executive Talent: Metode Efektif Untuk Mengidentifikasi Dan Mengembangkan Pemimpin Dalam Perusahaan*. PPM Manajemen.

Windarto, Y. I. (2021). Tinjauan Pidana Penyalah Gunaan Wewenang Dalam Pelaksanaan Peraturan Daerah Oleh Ekskutif. *Frontiers In Neuroscience*, *14*(1), 1–13.

Yuniartika, M. D. (2022). Pengaruh Talent Management Dan Knowledge Management Terhadap Kinerja Karyawan (Studi Pada Pt Pnm (Permodalan Nasional Madani) Mekaar Di Lampung Tengah). In *Fakultas Ekonomi Dan Bisnis Universitas Lampung Bandar Lampung* (Issue 8.5.2017).

Zulyanto, A. (2016). Pengeluaran Pemerintah Dan Indeks Pembangunan Manusia (Ipm) Di Provinsi Bengkulu. *Jurnal Ekonomi-Qu*, *6*(2), 115–139. Https://Doi.Org/10.35448/Jequ.V6i2.4340