

The Effect of Talent Management and Work Motivation on Employee Performance at PT Cipta Niaga Semesta

Pengaruh *Talent Management* dan Motivasi Kerja Terhadap Kinerja Karyawan PT Cipta Niaga Semesta

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ABSTRACT

This study aims to examine the effect of talent management and work motivation on employee performance at PT Cipta Niaga Semesta. The method used is descriptive quantitative with an explanatory survey design to explain the relationship between research variables. Data was collected through a survey using a questionnaire as primary data, as well as using secondary data from related scientific books and journals. The research population is employees of PT Cipta Niaga Semesta, with a sample of 47 respondents. The analysis uses multiple linear regression and the coefficient of determination to identify the influence of talent management and work motivation variables on employee performance. The t test is used to test the individual effect of the independent variables on the dependent variable, while the F test is used to test the simultaneous effect of the independent variables on the dependent variable. The results of the analysis show a significant t value for the talent management variable (7.206) and motivation variable (3.439). This shows that talent management and motivation have a significant effect on employee performance. Therefore, companies need to manage these two factors optimally to achieve high employee performance. This research also supports the findings of previous studies which show a positive relationship between talent management, motivation, and employee performance.

Keyword: *Employee Performance, Work Motivation, Talent Management*

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh *talent management* dan motivasi kerja terhadap kinerja karyawan di PT Cipta Niaga Semesta. Metode yang digunakan adalah deskriptif kuantitatif dengan desain eksplanatori survey untuk menjelaskan hubungan antara variabel penelitian. Data dikumpulkan melalui survei menggunakan kuesioner sebagai data primer, serta menggunakan data sekunder dari buku dan jurnal ilmiah terkait. Populasi penelitian adalah karyawan PT Cipta Niaga Semesta, dengan sampel sebanyak 47 responden. Analisis menggunakan regresi linear berganda dan koefisien determinasi untuk mengidentifikasi pengaruh variabel *talent management* dan motivasi kerja terhadap kinerja karyawan. Uji t digunakan untuk menguji pengaruh individu dari variabel bebas terhadap variabel terikat, sementara uji F digunakan untuk menguji pengaruh simultan dari variabel bebas terhadap variabel terikat. Hasil analisis menunjukkan nilai t yang signifikan untuk variabel *talent management* (7.206) dan variabel motivasi (3.439). Hal ini menunjukkan bahwa *talent management* dan motivasi berpengaruh signifikan terhadap kinerja karyawan. Oleh karena itu, perusahaan perlu mengelola kedua faktor ini dengan optimal untuk mencapai kinerja karyawan yang tinggi. Penelitian ini juga mendukung temuan penelitian sebelumnya yang menunjukkan hubungan positif antara talent management, motivasi, dan kinerja karyawan.

Kata Kunci: *Kinerja Karyawan, Motivasi Kerja, Talent Management*

1. Introduction

In the current era of globalization, the evolution of science and technology in industry 4.0 is increasingly advanced. By providing fast, accurate, effective and efficient reactions, this encourages organizations to be able to assess and project any changes in the environment or business climate. Therefore, every organization must have credible and high-quality human resources (HR) in order to be able to carry out its daily operational functions (Nisa et al., 2016).

Human resources or employees are internal aspects that act as the root of business effectiveness (Rahmawati, 2019). They are often described as spears of success in achieving their goals (Kharis, 2015). The main goal of every organization is to improve its performance, but without the effective work of the workforce, this will not be possible (Tahir et al., 2014). It is hoped that the organization will be able to achieve the desired goals with excellent performance (As'ad, 2018).

The performance of an employee is still a problem for every organization or company, one example that we can use is the performance of PT. Create Commerce Universe. PT. Cipta Niaga Semesta is a company engaged in the distribution of food and beverages, under the Mayora Group. To see the performance of PT. Cipta Niaga Semesta, can be seen in Table 1. From Table 1 the results of the pre-research found that the performance scores of many employees were still classified as moderate or as much as 62.96%, there were even 4 or as many as 14.81% people who were in the low category, this could create a problem for a company if not addressed.

Table 1. PT. Employee Performance Create Commerce Universe

No	Performance Value	Number of Employees	Percentage
1	Currently	17	62,96%
2	Tall	6	22,23%
3	Low	4	14,81%

One way to improve employee performance is through talent management. Talent management is an alternative strategy in improving employee performance, as suggested by research by Anisah and AS (2020). In addition, work motivation is also an important factor, as mentioned by Theodora (2015). From these two variables, it has been proven that they can significantly improve employee performance when talent management is improved and work motivation is provided optimally (Diniatiet al., 2018).

Organizations that have workers with talents that are in line with business needs will become thicker with competition (Endratno, 2015). By retaining talented people, companies will be more confident in meeting strategic demands such as future business needs. Every good organization must manage talent optimally and continuously evaluate the value of every investment made, including investment in HR through talent management (Rachmawati, 2014). Organizational performance and success are highly dependent on how the organization manages and retains its talents. Appropriate actions must be taken to implement the best talent management practices in the industry, which will help organizations gain a competitive advantage and stay ahead of the market (Sareen & Mishra, 2016). In today's business competition, companies must be able to carry out organizational strategies optimally, but the labor market is experiencing a shortage of talented workers (Khezri et al., 2016). Therefore, companies must be more skilled in the talent selection process and developing existing talent (Sukoco & Fadillah, 2016). One of the strategies used by human resources is to prepare human resources who have the potential to remain in the expected business position or increase competitiveness in the current industry. The role of humans is also a factor of success in achieving organizational goals (Marin-Garcia & Zarate-Martinez, 2017).

To streamline performance, it is important to understand employee motivation as a whole. By understanding employee motivation, their performance can be developed (Esthi & Marwah, 2020). A person's talent may not develop or arise if there is no motivation or stimulation from within or outside of him to expand (Diniati, Komariah, & Kurniady, 2018). Work motivation is much needed by employees and helps them achieve their goals smoothly. Motivating workers also leads to expansion of their skills to respond to organizational demands (Omollo, 2015).

In conclusion, there is a theoretical link between talent management and motivation on employee performance, which makes these two variables a model in this study. In a number of previous studies, such as those conducted by Diniati, Komariah, & Kurniady (2018) and Damarasri & Ahman (2020), it has been proven that there is a relationship between talent management, motivation, and employee performance. Therefore, researchers are interested in carrying out this research at PT Cipta Niaga Semesta. So the title of this study is "The Influence of Talent Management and Work Motivation on Employee Performance at PT Cipta Niaga Semesta".

Theoretical Review

Talent Management

Talent Management is a process that is carried out systematically by companies to find, select, develop, and retain the best talent from employees to meet the company's current and future needs (Wolor et al., 2020). Talent cannot be measured or seen as something that is above average, but is assessed based on suitability with existing expectations (Fatmasari, 2017). There are three interpretations of talent management, namely: as a new image of traditional human resource (HR) practices that fail to understand the company's strategic needs, talent management refers to organizational succession planning, and in the end, talent management requires the identification of talented employees working within the company (Wolor, Khairunnisa, & Purwana, 2020).

Motivation

Keitner & Kinicki in (Setiawan, 2015) define motivation as a psychological process that causes actions that have a direction to achieve certain goals. In the context of the world of work, motivation is a factor that can encourage employees to behave or behave with the aim of meeting their needs so as to provide satisfaction, as stated by Hasibuan cited in (Esthi & Marwah, 2020). Work motivation involves recognizing and understanding the individual needs of employees and helping them smoothly achieve them. Motivating staff also involves developing their skills in order to meet organizational demands (Omollo, 2015).

Employee performance

According to Torang dalam (Tjibrata et al., 2017) performance refers to the results of individual or group work within an organization, both in terms of quantity and quality, in carrying out tasks and functions based on norms, standard operating procedures, criteria and measures that have been set within the organization. Employee performance has an important role in the success of an organization, because if employee performance is poor, the company will not be effective and efficient. Performance can also be interpreted as the result of work achieved by a person in carrying out the tasks assigned to him, which are based on abilities (skills, experience) and motivation (time conscientiousness) (Nisa et al., 2016). This opinion is in line with Walker's view in (Fatmasari, 2017) which states that performance is influenced by the efforts and abilities of individual employees and how they complete work objectively

2. Methods

To describe the relationship between research variables, this study used a quantitative descriptive approach using an explanatory survey research design. Questionnaires, which contain written statements to obtain information from respondents, were used as the main data source in surveys to collect information for this research. In addition, secondary information regarding talent management, employee performance, and work motivation obtained from books and academic publications is also used. A sample of 47 employees from PT Cipta Niaga Semesta became the population of this study. Google Forms is used to create surveys, which are then distributed via links. Multiple linear regression and the coefficient of determination form the analytical model. In this research, the dependent variable, employee performance (Y), will be compared with two independent variables, talent management (X1) and work motivation (X2). The t test is used in the hypothesis testing procedure to show the individual effect of the independent variables on the dependent variable, while the F test is used to assess the simultaneous effect of the independent variables on the dependent variable.

3. Results and Discussion

The SPSS 24 program is used to perform normality tests, multicollinearity tests, heteroscedasticity tests, regression, and the coefficient of determination after the data is collected.

1. Descriptive Statistics

Descriptive statistics is a branch of statistics that is concerned with the collection, presentation and interpretation of data. The main purpose of descriptive statistics is to provide a clear and concise description of the observed data.

Based on Table 3 it was found that the majority of employees (55.32%) had moderate performance, indicating that most of them had met the standards set. However, only a few employees (14.90%) achieve high performance, indicating that there is still room for improvement and development. Conversely, about 29.78% of employees have low performance, indicating the need for attention and action to improve their performance.

For talent management, the majority of employees (70.21%) have moderate talent management, indicating that most of them have met the standards set. However, only a few employees (6.38%) achieve high talent management, indicating that there is still room for improvement and development. Conversely, around 23.40% of employees have low talent management, indicating the need for attention and action to improve their talent management.

As for motivation, the majority of employees (57.44%) have a moderate level of motivation, indicating that most of them have fairly good motivation. However, only a few employees (12.77%) had a high level of motivation, indicating that there is still room for motivation improvement and development. In contrast, about 29.79% of employees have low levels of motivation, indicating a need for attention and action to increase their motivation.

Table 3. Descriptive Statistics

	Performance		Talent Management		Motivation	
Currently	26	55.32%	33	70.21%	27	57.44%
Tall	7	14.90%	3	6.38%	6	12.77%
Low	14	29.78%	11	23.40%	14	29.79%

2. Normality Test

The normality test according to Sugiyono (2019) is a type of statistical technique used to test whether the data being tested has a normal distribution or not. This normality test is important before carrying out parametric statistical analysis, because parametric statistical analysis requires the assumption that the data used has a normal distribution. Several normality test techniques that can be used include the Kolmogorov-Smirnov test.

Table 4. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		47
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.46900643
Most Extreme Differences	Absolute	.057
	Positive	.037
	Negative	-.057
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Sumber: Output SPSS (author, 2023)

From Table 4 above it is clear that the data in this study are normally distributed because the Asymp Sig (2-tailed) value is $0.200 > 0.05$.

3. Heteroscedasticity Test

The heteroscedasticity test according to Sugiyono (2019) is a statistical test used to test whether the variance of a population is the same or not the same as the variance of other populations. The assumption of the heteroscedasticity test is that the pattern does not form a clear picture. Based on Figure 1, the pattern does not form a certain pattern, this indicates that the data used does not have symptoms of heteroscedasticity.

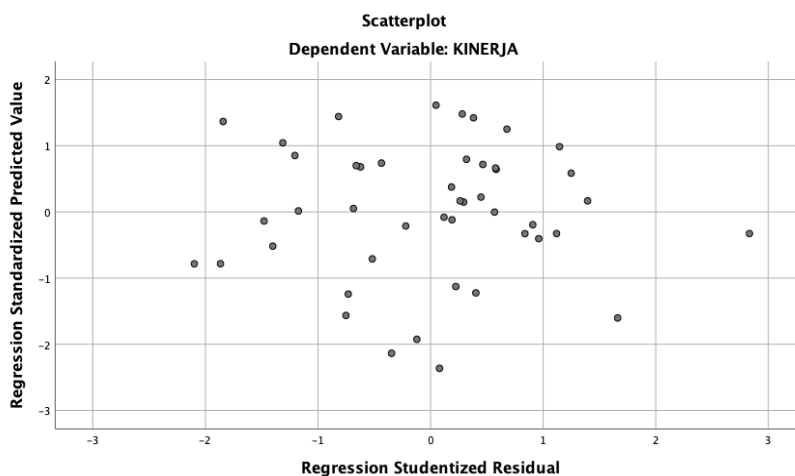


Figure 1. Heteroscedasticity Test

4. Multicollinearity Test

The multicollinearity test according to Sugiyono (2019) is a statistical technique used to test whether there is a strong association between two or more independent variables in a regression model. This strong association between the independent variables can lead to problems in the regression analysis, such as the regression coefficients being inconsistent and inconclusive. Therefore, it is important to carry out a multicollinearity test before running a regression analysis to confirm that the independent variables used are not strongly related to each other. The multicollinearity test that can be used includes the VIF (Variance Inflation Factor) test. The results of the multicollinearity test are, the tolerance value should not exceed 1, and the VIF should not exceed 10. Table 5 shows that the data in this study did not show symptoms of multicollinearity

Table 5. Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
.997	1.003
.997	1.003

5. Test t

The t test according to Sugiyono (2019) is used to test the hypothesis of a relationship between two or more variables if there are controlled variables. In the t test it is said that there is an effect if t count is greater than t table. The results of testing this research can be seen in Table 6.

Table 6. T testConclusions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.263	3.536		.923	.359
TALENT_MNG	.223	.031	.619	7.206	.000
MOTIVASI	.254	.074	.296	3.439	.001

Source: Output SPSS (Author, 2023)

The results of the analysis in Table 6 show a significant t value for the Talent Management variable (7,206) and Motivation variable (3,439). In interpreting these results, it is necessary to pay attention to the weight of the t-table which is relevant to the significance weight $\alpha=0.05$ and the degree of freedom $DF=47$ ($n-2$). The relevant t-table value is 2.014. Based on a comparison between the t-count weight and the t-table weight, it can be concluded that Talent Management has a significant contribution to Employee Performance. This proves that the Talent Management variable statistically plays an important role in influencing employee performance in the context of this study. This finding is also consistent with previous findings held by Rachmadinata & Ayuningtias (2017) and Anisah & AS (2020), which found a significant relationship between Talent Management and Employee Performance. In addition, the results of this study also indicate that motivation has a significant effect on employee performance. These findings are in line with findings from research conducted by Akbar et al. (2020) and Theodora (2015), who found that motivation is important in improving employee performance.

6. Test F

The F test according to Sugiyono (2019) aims to determine the effect of the independent variables simultaneously. The model can be called feasible if it has a Sig F value that is less than or equal to an alpha of 0.05. The results of the F test in this study can be seen in Table 7.

Table 7. F test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1372.431	2	686.216	33.391	.000 ^b
	Residual	1418.013	44	20.551		
	Total	2790.444	46			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), MOTIVASI, TALENT_MNG

Based on the findings of the analysis in Table 7, talent management and motivation are two independent variables which simultaneously have a sizable contribution to employee performance. Because the calculated significance value (0.000) is smaller than the confirmed significance weight (0.05), it can be concluded that the dependent variable (employee performance) and the two independent factors have a significant relationship.

7. Regression Test and Coefficient of Determination

The relationship between the predicted variables and the factors considered statistically relevant to the predicted variables was examined using regression analysis. The regression equation $Y = 3.263 + 0.223X_1 + 0.254X_2$ is obtained from table 6 before. The positive sign (+) indicates a one-way relationship between the variables, which means that employee performance will increase along with the increase in the independent variables (talent management and motivation).

Table 8. Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701 ^a	.492	.477	4.53331

a. Predictors: (Constant), MOTIVASI, TALENT_MNG

b. Dependent Variable: KINERJA

The corrected R square (coefficient of determination, Table 8) yields a value of 0.492. This figure implies that the independent variable has an impact of 49.2% on the dependent variable, with the remaining 50% being influenced by factors outside the scope of this study. This finding is in line with previous research which found a substantial relationship between talent management and motivation on employee performance (Diniati et al., 2018; Damarasri & Ahman, 2020).

Discussion

According to research findings, talent management has an impact on employee performance, with a t count of 7.206 greater than a t table of 2.014. Efforts, skills, and methods of completing tasks by an employee are what determine their performance (Walker in Fatmasari, 2017). Organizations must be able to identify and nurture employee talent if they want to maintain high

employee performance. As a result, the organization will be able to operate more successfully than its rivals (Sareen & Mishra, 2016; Endratno, 2015).

Therefore, to achieve high employee performance, companies must implement excellent talent management, which, above and beyond other aspects, is very important for organizational success (Marin-Garcia & ZarateMartinez, 2017). This research also shows the link between talent management and employee performance, indicating that an organization's talent pool will result in higher employee performance. Personnel management is a key component of effective personnel management, and excellent organizations always assess return on investment for all investments, including investment in people (Rachmawati, 2014). Other studies showing that talent management affects employee performance Rachmadinata & Ayuningtias, (2017) and Anisah & AS, (2020) support this conclusion.

According to research findings, motivation has an impact on employee performance, with a t count of 3.439 greater than a t table of 2.014. The role of motivation is similar to that of talent management in supporting individual performance. Individuals will function at a high level if they are inspired to do their work (Esthi & Marwah, 2020). This conclusion is supported by research findings, which show a favorable relationship between employee performance and motivation. According to Diniati et al., (2018), motivation is a driving force for employees at work and can assist in the development of certain abilities. This finding is also supported by previous research which found a relationship between employee performance and motivation. Employee performance will increase when their motivation is high (Akbar et al. 2020; Theodora, 2015)

The best course of action for organizations looking to rapidly improve employee performance is to increase employee talent and motivation. Progress will be meaningless if only talent is developed without encouragement (Diniati, Komariah, & Kurniady, 2018). This finding is in line with previous findings which show how talent management and employee motivation affect employee performance (Diniati et al., 2018; Damarasri & Ahman, 2020).

4. Conclusions

From the results of this study it is clear that employee performance is significantly influenced by talent management and motivation. The t-test value, which shows that the t-count weight for the motivation variable (3.439) and talent management variable (7.206) exceeds the t-table weight (2.014) at a significant level = 0.05, supports this finding. This proves that these factors significantly affect employee performance. This finding also proves that motivation and talent management have a contribution to employee performance. This is evident from the significant weight of Table 7, which shows how all the independent factors impact performance simultaneously. Therefore, in an effort to grow employee performance, companies need to pay attention to these two aspects.

In addition, the results of the modified R square analysis from Table 8 reveal that the independent variables (talent management and motivation) can explain 49.2% of the variation in employee performance. Other elements not examined in this study impacted the remaining 50.8%. This study supports the opinion that employee performance is significantly influenced by talent management and motivation. To achieve good employee performance, organizations must handle these two aspects well. In addition, this study supports the conclusions of previous studies that employee performance, motivation, and talent management are positively correlated.

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