



The influence of talent management self efficacy and employee engagement on employee performance

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ABSTRACT

This study aims to determine the effect of talent management, self-efficacy and employee engagement partially and simultaneously on employee performance at PT MG. The research was conducted using quantitative methods. Population In this study there were 120 employees in the MEGA BOX CTA section, the sampling technique used in this study used saturated sampling. Data was collected by questionnaire and analyzed by SMART PLS 3.0 . Data analysis techniques used include validity test, reliability test, structural equation model test, PLS-SEM, PLS model evaluation, outer model evaluation and inner model evaluation. Based on the research findings, it will help companies improve the performance of their employees, that there is a study of talent management if it is more seriously carried out, this is an effort to recruit, retain and develop employees through their talents and self-confidence so that employees can help overcome problems that often occur in work, such as undeveloped talents, lack of confidence in one's own abilities and lack of interest in one's work. Employee performance can be said to be good if the work results obtained are able to meet standards, this can be obtained one of them through the development that the company provides.

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INTRODUCTION

Human resources (HR) are an important asset for the company, therefore HR needs to be managed and fostered as well as possible, so that they can carry out work optimally so as to produce performance according to the goals set by the company. The success of an organization is marked by the performance of its employees. To produce quality human resources, individuals who are always highly dedicated and professional are needed to be able to make a meaningful contribution to the company. In carrying out their main duties, responsibilities, authority in their field of activity, HR from the superior level to the lower level employees, need supporting factors including talent management, Employee Engagement and self-efficacy to improve their performance. Performance is the result of work achieved by a person in performing tasks in accordance with the responsibilities given to him.

Organizations that have employees with talent that suits the needs of the organization/company will make the company more competitive. The discovery of talent management in modern organizations is currently felt to be very important due to the emergence of a modern economy and increasingly strategic business needs (Febrinanda et al., 2018). With talent-based management to achieve competitive advantage, talent-based human resource development is needed, so the concept of talent management is considered superior to other resource concepts in human resources (Angliawati & Fatimah, 2020). The greater the awareness of companies of talent, the company will compete to get highly talented employees, both by searching from outside and from training and regeneration. Lack of talent is a serious matter for the future growth of the organization. This is known as talent management or talent management according to Pella & Inayati in research (Andriani et al., 2023). Li Qi & Jia Qi, (2021) argue that there is a positive relationship between talent management variables on employee engagement, retention, added value in improving organizational performance.

While talent management is important for performance improvement, it is also important to consider the self-efficacy of employees. Self efficacy is a belief about the probability that a person can carry out successfully some actions or future and achieve some results. (Novandalina & Budiyono, 2022) stated in Rimper and Lotje clearly that there is an influence exerted by the influence of self efficacy on employee performance. (Dwinanda et al., 2022) concluded that there is a significant influence given by the self efficacy variable on performance. However, a different opinion issued by (Ary & Sriathi, 2019) found that the self efficacy variable did not have a positive and significant effect on performance. Meanwhile, high self-efficacy in a person is able to provide the ability to survive the difficulties faced and be able to overcome problems or obstacles that interfere with achieving their goals (Mujanah, 2020). Personal perceptions like this are very instrumental in developing individual intentions.

Apart from the need for self efficacy to maintain employee mental health, there are other factors that greatly affect employee performance, namely employee engagement. Akbar in (Astuti & Khoirunnisa, 2018), states that employee engagement is a relationship and involvement that occurs closely physically, cognitively and emotionally between a person and his role in a job. Employee engagement has several advantages, namely increasing productivity, profit, customer satisfaction, and efficiency, reducing employee turnover, reducing absenteeism, fraud, work accidents, and employee complaints. (Dewi et al., 2022) describes employee engagement as the attachment between employees and the goals of the organization. Attachment shows that employees have a stake in their work and the company or agency where they work. According to (Diana & Frianto, 2021) every employee has a level of performance performance that supports if he has close involvement in the agency which is characterized by a sense of comfort and likes the things around the job so that doing work without an element of pressure which will certainly make it easier to achieve company goals. Related research is Sabani and (Nisfi, n.d. 2021), (Sofiyani et al., 2022) which shows that employee engagement has a significant effect on employee performance. Several studies on employee performance have been conducted. In previous studies that have been conducted by several different researchers, further research is still needed.

Based on survey data that I got at employersGilints.com. With the strategies contained in talent management according to the McKinsey survey, the volatile global economy is pushing companies to embark on more strategic talent management. This is evidenced by the correlation between the era of talent management and the company's business performance. Where, 99% of respondents with effective talent management in their company said they managed to outperform competitors in terms of business. Companies that implement talent management have 40% lower employee turnover and 38% higher employee engagement.

This study aims to contribute to the existing body of knowledge by providing a comprehensive understanding of the influence of talent management practices, self-efficacy, and employee engagement on employee performance. The findings will offer insights to organizations

on how to effectively manage talent, foster self-efficacy beliefs, and promote employee engagement to enhance performance outcomes. Ultimately, this research can contribute to the development of evidence-based practices that optimize employee performance and drive organizational success.

RESEARCH METHOD

This research is located at PT MG Cikarang, the type of research is quantitative, using. The test tools used are outer model tests to measure validity and reliability, inner models, mediation tests and hypothesis tests, the population taken from the number of employees in the MEGA BOX CTA section. The population in this study were 120 employees, with a sample of 92 respondents obtained from the Slovin formula and the method used to analyze was SEM with the Smart PLS tool version 3.0.(Pering, 2020). The estimated values for the path relationships in the structural model should be evaluated in terms of the strength and significance of the relationships. The significance of the relationship can be obtained by conducting the Bootstrapping test. The value generated from the Bootstrapping test is in the form of a p value if the p value is smaller than 0.50 at the 5% alpha value level, the estimated path value can be said to be significant. Structural model tests are obtained using smartPLS 3.0 by testing boothstrapping. The confidence level used is 95% with a limit of inaccuracy.

RESULTS AND DISCUSSIONS

Analysis of Inner Models

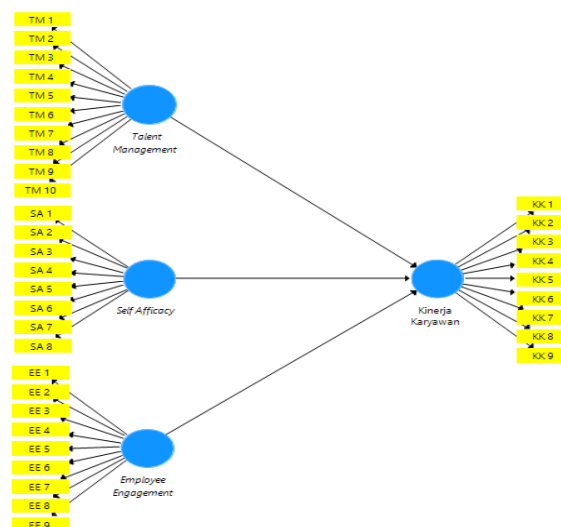


Figure 1. Framework of thought on the influence of talent management, self efficacy, and employee engagement on employee performance at PT MG

Structural Model Test

The structural model test is obtained using SmartPLS 3.0 by testing Bootstrapping. The confidence level used is 95% with an inaccuracy limit of $(\alpha) = 5\%$ where the t-statistic value used is 1.96. The following are the results of the Structural Model Test research :

1. If the T-Statistic value > 1.96 then H_0 is rejected H_a is accepted
2. If the T-Statistic value < 1.96 then H_0 is accepted H_a is rejected

The following is about the Path Coefficient and Specific Indirect Effect table:

Table 1. Path coefficient

	Original Sample(O)	Sample Average (M)	Standar Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Employee Engagement -> employee performance	0.237	0.203	0.150	1.582	0.114
Self Efficacy -> employee performance	0.003	0.064	0.228	0.013	0.990
Talent Management -> employee performance	0.563	0.551	0.172	3.269	0.001

Discussion

The influence of talent management on employee performance

The results of research conducted by the author that (X1) talent management has a positive and significant effect. This shows that many employees at PT MG have the talent / talent that the company needs so that the work can be done more quickly and neatly when compared to employees who do not have talent. The results of this study are in line with research in the (Karina & Ardana, 2020), (Ramadhani et al., 2020), and (Harmen, 2018) which state that talent management has a positive and significant effect on employee performance at The Jayakarta Bali Hotel Kuta Bali.Group Manado. The results of this study are in accordance with research conducted by (Sumathi & Sumathi, 2022) in Capelli argues that talent management is concerned with finding the right people with the right skills for the right position. A good company is a company whose vision, mission and corporate values have been predetermined by a number of talented employees who work together and synergize (Efendi, 2021) while (Lam, 2021) says that people who have good talent tend to have proactive habits. Which is where this proactive habit can also be a trigger to improve their performance.

The effect of Self efficacy on employee performance

The results of research conducted by the author that (X2) self efficacy has a positive and insignificant effect on the performance of PT MG employees, thus the hypothesis can be accepted because there are still many employees who are not confident in their abilities so that the tasks they do still require a slower time to do them. The results of this study are in accordance with research conducted by (Ary & Sriathi, 2019), (Murti & Utami, 2021), and (Butarbutar & Satriawan, 2021) found that the self efficacy variable has a positive and insignificant effect on performance. This is not in accordance with research (Yang et al., 2020), (Briki, 2018), and (Dwinanda et al., 2022) which state that the self efficacy variable has a positive and significant effect on employee performance. (IDAWATI, 2020) interprets self-efficacy as a person's decision regarding how far he is able to organize and implement the series of actions needed to deal with situations to be faced which have elements of vagueness, unpredictability and may be stressful. Self efficacy determines the type of coping behavior (coping skills), the efforts that individuals will make to complete the task, in individual circumstances to deal with unwanted obstacles. In addition to determining individual behavior, self efficacy also affects thought patterns and individual emotional reactions in the face of a task.

The effect of employee engagement on employee performance

The results of research conducted by the author that (X3) prove the absence of a significant effect of employee engagement on employee performance, namely because PT MG employees feel that the company does not provide many benefits for employees, employees will achieve less good performance than other coworkers and supported by This research is in line with research conducted by (Nafiudin & Nurputri, 2021). The results of his research prove that employee

engagement has no significant effect on employee performance, which means that the higher the level of employee engagement, there is no increase in employee performance. The results of this study are not in accordance with research conducted by (Ardiansyah & Budiono, 2022), (Tafsir et al., 2022), and (Umihastanti & Frianto, 2022) employee engagement can be linked to company success such as higher quality, lower turnover rates, and better employee performance. According to (Widyastuti & Rahardja, 2018), employee engagement can be linked to company success such as higher quality, lower turnover rates, and better employee performance.

CONCLUSION

Based on the results of testing, processing and analysis of data that has been carried out regarding the influence of talent management, self-efficacy, and employee engagement on employee performance. Hypothesis testing using the Smart PLS program. After analyzing it, it can be concluded that the management in dealing with talent management issues has indicated quite well, but in dealing with problems of self-efficacy and employee engagement it is still lacking, therefore strategic HR initiatives from the company are shown to need to be increased again for employees such as changes in the absence of periodic promotions, job transfers, structural changes and employees rarely receive seminars in the form of education and knowledge, because this tends to make employees feel uncomfortable working with abilities that are not developed so that they show low performance. Companies must be able to fix this problem by conducting training, socialization, cultivating employee talent so that they are able to work well with good talent for the company's goals. Management must pay attention to indications of problems faced by employees in terms of organizational commitment regarding employees' sense of involvement with the company, such as employees in the procurement department who do not want to be involved in the development section, in this case helping colleagues who are in need, the unstructured job base for employees makes employees feel If you are burdened with this, management should pay special attention so that the responsibilities and obligations of employees are in accordance with what they are doing so that employees survive and are comfortable working at PT MG. Management at PT MG to improve employee performance must pay attention to the problems faced by current employees regarding work assignments that are not fully balanced by employees, such as the number of employees who have to work longer than the time set by the company, these things must be anticipated immediately by company by adjusting working hours during the high season and the busyness experienced by employees so that employees are more enthusiastic and able to improve their performance. The findings of this study may be limited to the specific context and sample used. Different organizations, industries, and cultural contexts may have unique factors influencing the relationship between talent management, self-efficacy, employee engagement, and employee performance. Therefore, caution should be exercised when generalizing the results to other populations.

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