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Application of Talent Management: Assessment and Psychological Test Functions

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Abstract: This article aims to present an in-depth analysis of the phenomena, problems, and shortcomings in implementing talent management, especially in the context of assessment and psychological test functions. This effort is aimed at increasing understanding of the complexities and challenges faced by organizations in maximizing optimal utilization of talent. This article uses a quantitative approach, which looks for the relationship between existing variables from problems between independent and dependent variables. The population of this study is several leaders in various Umrah and Hajj Travel companies in Depok and Bekasi, with maximum questionnaire distribution and collected answers that returned as many as 35 respondents. Then this data will be processed. Data analysis after getting questionnaire answers returned with data analysis techniques using SPSS 24, by looking for influences between independent and dependent variables. From the analysis conducted, it can be concluded that both Assessment and Psychological tests have a significant influence on Talent Management. This shows the importance of using holistic assessment methods in managing talent within an organization. Careful assessment of employees not only helps in identifying existing talent but also allows organizations to develop more effective talent management strategies. It is recommended from the results of this article that organizations be advised to involve different types of assessments, including assessments and psychological tests, in their talent management processes. Thus, they can gain a more holistic understanding of employees and maximize the potential of existing talent.

Keyword: Talent Management, Assessment, Psychological Test

INTRODUCTION

The phenomenon of implementing talent management has become the center of attention for many organizations in various sectors and industries. With increasing global competition and the complexity of the job market, companies are realizing that their success

depends heavily on the ability to identify, develop, and retain the best talent (Ramachandran & Reena, 2020). However, in the process of implementing talent management, there are several problems and gaps that need to be overcome, especially in terms of assessment and psychological test functions (Stander et al., 2022). One of the main problems is the gap between what is measured in the selection process and what is actually required to succeed in the position (Yesuraja et al., 2020). Too often, tests and evaluation methods only assess technical or academic skills, while important aspects such as leadership, personality, and cultural values are often overlooked (Sarmasági, 2021). Employees can be attached if the company provides opportunities to grow and become top talent that is prepared when employees start working (Susanto & Rony, 2023).

There are ethical issues that arise related to the psychological aspects of assessment. For example, some psychological tests may not consider different cultural or linguistic contexts, which can lead to biases in assessment (Fujii et al., 2023). There are concerns about data privacy and security when organizations collect and store sensitive information about employees or prospective employees (Ma\vciulaitis, 2023). Another gap lies in the organization's ability to manage the data generated by the assessment process. Too often, data obtained from tests and evaluations are not fully utilized in management decision-making or individual development (Edelen & Ingwersen, 2018). This could be due to a lack of adequate systems for analyzing and interpreting data, as well as a lack of skills in integrating this information into broader talent management strategies (Stander et al., 2022). Assessment plays an important role in obtaining competent and experienced talents to develop the Company (Candra Susanto et al., 2023).

To address these issues and gaps, organizations need to adopt a more holistic and sustainable approach to talent management. This includes integrating comprehensive assessments covering both technical and non-technical aspects, as well as ensuring that assessments are carried out with cultural and linguistic diversity in mind (O'Fallon & Garcia, 2023). Organizations need to invest in information technology systems that can help in more effective data management and analysis, thus enabling them to make better decisions in talent development and placement (Dunn, 2013). It is important for organizations to develop a culture that values transparency, ethics, and privacy in the use of assessments and psychological tests, thus ensuring that their talent management processes are fair and sustainable.

With a holistic approach to talent management, organizations also need to strengthen communication and employee engagement in the evaluation process. This includes providing clear and constructive feedback to employees about the results of their assessments, as well as providing support and resources to assist them in their career development and achievement of goals (Larkin, 2017). It is important to continuously monitor and evaluate the effectiveness of assessment methods used in the talent management process (Sandeepanie et al., 2022). Organizations need to be flexible in adapting their methods according to developments in science and technology, as well as changes in organizational needs and the job market.

Collaboration with educational institutions and experts in psychology and talent management can also help organizations improve and improve their evaluation processes (Echeverría et al., 2022). By leveraging existing knowledge and resources outside the organization, they can develop more innovative and effective assessment methods (Luhnen et al., 2021). It is important for organizations to adopt a long-term approach in talent management. This means not only focusing on talent recruitment and selection, but also on their development and retention. By providing opportunities for continuous career growth and development, organizations can build a culture where talent feels valued and motivated to make maximum contributions (Thapa, 2023). Talent management is used by management to formulate talent mapping in a company (Parmenas et al., 2021). Succession planning is an integral part of a talent management program that creates high-quality employees (Susanto, Sawitri, et al.,

2023). This article aims to present an in-depth analysis of the phenomena, problems, and shortcomings in implementing talent management, especially in the context of assessment and psychological test functions. This effort is aimed at increasing understanding of the complexities and challenges faced by organizations in maximizing optimal utilization of talent.

Relationship between Variables

Assesment with Talent Management

Research results from (Lopes et al., 2015) support for the predictive validity of assessment centers. Lower and variable valuations overcome performance appraisal bias. Adjustments of new approaches to the identification of each lawyer's overall aptitude (common factors) and each lawyer's relative aptitude (three broad factors) were observed. The study further states that HR managers in Lebanon to use best practices in Talent Management as well as face and solve challenges that arise (Hejase et al., 2016).

The results of another study from (Church et al., 2016) stated that core personality and personality triggers are generally not affected by assessment goals, although those triggers tend to moderate over time. The manifestation of values, motives, and preferences was found to undergo changes from one administration to the next. Implications for organizational development and talent management applications are discussed. Further development of employee performance appraisal framework and updated visualization of performance appraisal with new metrics to prevent employee turnover intent (Samoilenko &; Stukalina, 2023). Based on previous research data that supports the following hypotheses:

H_1: It is suspected that there is a significant influence between Assessment and Talent Management.

Psychological Test with Talent Management

From the results of proprietary research (Rehman, 2012) psychometric tests can be used in the talent management recruitment process to identify desired qualities and screen candidates through psychometric tests. Talent management systems, such as balanced scorecards, can be used to form key performance indicators for employees based on the company's strategic objectives. These systems allow HR managers to track KPIs, manage employee training, and conduct assessments of professional skills and personal qualities (Odintsova, 2021). In the talent management process, the Company also combines with strategic management to develop the concept of psychological test implementation (Susanto, Ali, et al., 2023).

Talent management evaluation involves the use of various tools and systems to evaluate and predict the efficiency and potential of employees in an organization. This assessment is essential to inform talent development strategies and improve overall organizational performance (Śmietańska, 2020). Based on the support of previous research found, the hypothesis is as follows:

H_2: It is suspected that there is a significant influence between psychological tests and talent management.

Here is the frame of mind in this article as follows:

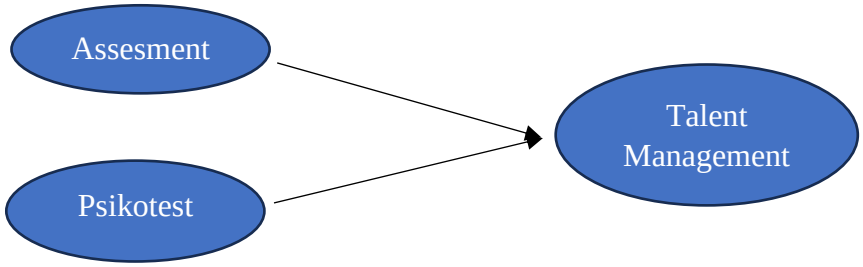

Figure 1. Framework

METHOD

This article uses a quantitative approach, which looks for the relationship between existing variables from problems between independent and dependent variables. The population of this study is several leaders in various Umrah and Hajj Travel companies in Depok and Bekasi, with maximum questionnaire distribution and collected answers that returned as many as 35 respondents. Then this data will be processed. Data analysis after getting questionnaire answers returned with data analysis techniques using SPSS 24, by looking for influences between independent and dependent variables.

RESULTS AND DISCUSSION

Based on the results of data collection, both primary and secondary, an overview of the results of the study has been obtained. Data has been processed based on information collected through data collection tools. In accordance with the number of respondents that had been set earlier, a total of 35 questionnaires were returned from those distributed to a large number of respondents. After screening the questionnaire data, it turned out that the entire data met the criteria and deserved further analysis. Furthermore, using SPSS 24.00 for Windows computer software, the data is analyzed and interpreted to solve pre-formulated problems.

The following data description describes the research results of each research variable, namely Assessment, Psychological Test, and Talent Management:

Tabel. 1 Descriptive Statistics

	Mean	Std. Deviation	N
Talent Management (Y)	60,8286	13,93997	35
Assesment (X_1)	55,3429	13,93249	35
Psychootest (X_2)	57,6286	14,14855	35

Source: Processed Data (SPSS 24), 2023

Table 2. Assessment Variable Validity Test (X_1)

Question	Assesment (X_1)		
	r_{count}	$r_{table\ n = 35}$	Information
1	0.839(**)	0.324	Valid
2	0.750(**)	0.324	Valid
3	0.850(**)	0.324	Valid
4	0.757(**)	0.324	Valid
5	0.728(**)	0.324	Valid
6	0.668(**)	0.324	Valid
7	0.836(**)	0.324	Valid
8	0.685(**)	0.324	Valid
9	0.672(**)	0.324	Valid
10	0.666(**)	0.324	Valid
11	0.778(**)	0.324	Valid
12	0.890(**)	0.324	Valid
13	0.759(**)	0.324	Valid
14	0.813(**)	0.324	Valid
15	0.824(**)	0.324	Valid

Source: Processed Data (SPSS 24), 2023

From the table above, it can be seen that for each statement on the Assessment variable (X1), all instruments can be considered valid, because the resulting r value is much greater than the table r value available for N = 35, which is 0.324.

Table 3. Test the validity of psychological variables (X2)

Question	Psychotest (X_2)		
	r count	t table n = 35	Information
1	0.891(**)	0.324	Valid
2	0.832(**)	0.324	Valid
3	0.775(**)	0.324	Valid
4	0.923(**)	0.324	Valid
5	0.758(**)	0.324	Valid
6	0.663(**)	0.324	Valid
7	0.868(**)	0.324	Valid
8	0.722(**)	0.324	Valid
9	0.804(**)	0.324	Valid
10	0.827(**)	0.324	Valid
11	0.833(**)	0.324	Valid
12	0.856(**)	0.324	Valid
13	0.848(**)	0.324	Valid
14	0.830(**)	0.324	Valid
15	0.846(**)	0.324	Valid

Source: Processed Data (SPSS 24), 2023

From the table above, it can be seen that for each statement on the Psychotest variable (X2), all instruments can be considered valid, since the resulting r value is much greater than the r value of the table available for N = 35, which is 0.324.

Table. 4 Talent Management Variable Validity Test (Y)

Question	Talent Management (Y)		
	r count	r table n = 35	Information
1	0.857(**)	0.324	Valid
2	0.809(**)	0.324	Valid
3	0.803(**)	0.324	Valid
4	0.847(**)	0.324	Valid
5	0.825(**)	0.324	Valid
6	0.774(**)	0.324	Valid
7	0.885(**)	0.324	Valid
8	0.752(**)	0.324	Valid
9	0.721(**)	0.324	Valid
10	0.863(**)	0.324	Valid
11	0.829(**)	0.324	Valid
12	0.777(**)	0.324	Valid
13	0.677(**)	0.324	Valid
14	0.822(**)	0.324	Valid
15	0.771(**)	0.324	Valid

Source: Processed Data (SPSS 24), 2023

From the table above, it can be seen that for each statement on the Psychotest variable (Y), all instruments can be considered valid, since the resulting r value is much greater than the r value of the table available for N = 35, which is 0.324.

Table 5. Assessment Variable Reliability Test (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
,949	15

Source: Processed Data (SPSS 24), 2023

From the table above, to test the reliability of the Assessment variable (X1) with a table r value of 0.324, and the resulting Alpha value of 0.949, it can be concluded that r alpha is positive and greater than 0.324 (0.949 > 0.324), so that research instruments regarding the Assessment variable (X1) can be considered reliable.

Table 6. Reliability Test of Psychological Variables (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
,962	15

Source: Processed Data (SPSS 24), 2023

From the table above, to test the reliability of the Psychotest variable (X_2) with a table r value of 0.324, and the resulting Alpha value of 0.962, it can be concluded that the alpha r is positive and greater than 0.324 (0.962 > 0.324), so that the research instrument on the Psychotest variable (X_2) can be considered reliable.

Tabel 7. Talent Management Variable Reliability Test (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
,958	15

Source: Processed Data (SPSS 24), 2023

From the table above, to test the reliability of the Talent Management variable (Y) with the table r value of 0.324, while Cronbach's Alpha value is 0.896. Thus, it can be concluded that the alpha r value is positive and greater than 0.324 (0.896 > 0.324), indicating that the research instrument regarding the Talent Management variable (Y) can be considered reliable.

Tabel 8. Hasil Uji Autokolerasi

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,971[a]	,943	,939	3,44090	1,951

a. Predictors: (Constant), Psikotes (X_2), Assesment (X_1)
b. Dependent Variable: Talent Management (Y)
Source: Processed Data (SPSS 24), 2023

From the table above, the Durbin-Watson value = 1.951. At the significance level of 5% with N = 35, k = 2, obtained dL = 1.343 and dU = 1.583. Since the value of DW = 1.951 is in the range dU < d < 4-dU, which is 1.583 < 1.951 < 2.049, it can be concluded that there is no positive autocorrelation.

Tabel 9. Coefficients[a]

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,361	2,532		1,723	,095
	Assesment (X_1)	,344	,083	,344	4,140	,000
	Psikotest (X_2)	,650	,082	,659	7,948	,000

a. Dependent Variable: Talent Management (Y)

Source: SPSS Calculation Results 24.00, 2023

Based on the results of the SPSS output in the *coefficients* 9 table, it can be identified that the regression equation is as follows:

$$\mathbf{Y = 4{,}361 + 0{,}344\ X_1 + 0{,}650\ X_2}$$

It can be explained as follows:

1. The value of Constant a = **4.361, can be interpreted that if the variable** Assessment, Psychological Test is zero, then Talent Management is positive at 4.361**.**
2. Assessment regression coefficient b1 = 0.344**,** it can be interpreted that if the Welfare value increases by one then the Talent Management value will also increase by 0.344**.**
3. The regression efficiency of Psikotest b2 = **0.650, it can be interpreted that if** the Psychological test score increases by one, the Talent Management value will also increase by 0.650**.**

Tabel 10. Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,361	2,532		1,723	,095
	Assesment (X_1)	,344	,083	,344	4,140	,000
	Psikotes (X_2)	,650	,082	,659	7,948	,000

a. Dependent Variable: Talent Management (Y)

Source: SPSS Calculation Results 24.00, 2023

Effect of Assessment (X_1) on Talent Management (Y)

From the coefficient table above, the calculated value for the Assessment variable (X1) is 4,140, while the t table value for n = 35 is 2,030. Therefore, with 4,140 > 2,030, then H0 is rejected and Ha is accepted. It can be concluded that Assessment (X_1) has a significant influence on Talent Management (Y). Strengthened by research from (Ghomi &; Ahmadi, 2018) stated that the components of the job factor, the component of "suitability between individuals and work" affect the development of student talents. It is anticipated that assessing and managing talent effectively will be an indispensable part of increasing the company's success at the university and to secure a position in a competitive environment (GÜNDÜZALP & ÖZAN, 2017).

Effect of Psychotest (X_2) on Talent Management (Y)

Based on the coefficient table above, the calculated t value for the Psychotest variable (X_2) is 4.299, while the table t value for n = 35 is 2.068. Therefore, with 4,299 > 2,068, then H0 is rejected and Ha is accepted. It can be concluded that partially the variable Psychotest (X_2) has an influence on Talent Management (Y). The results of this analysis are supported by

research from (Chethana &; Noronha, 2023) states Employees feel that their skills and abilities are considered inferior, so organizations end up losing talented and skilled staff to competitors. In addition, there is no procedure that overcomes the lack of knowledge and ability so that they can perform their work successfully.

Discussion

The results of the analysis showed that the two independent variables, namely Assessment (X_1) and Psychological Test (X_2), had a significant influence on the dependent variable, namely Talent Management (Y). The calculated value for Assessment (X_1) is 4,140, while the table t value for samples with size n = 35 is 2,030. This shows that the tcount value exceeds the t-value of the table, so it can be concluded that there is a significant influence between Assessment (X_1) and Talent Management (Y). In other words, the results of the assessment assessment are proven to have a positive effect on talent management in the organization.

Similarly, the results of the analysis show that the Psychological test (X_2) also has a significant influence on Talent Management (Y). The calculated value for the Psychotest (X_2) is 4.299, while the table t value for n = 35 is 2.068. With a calculated value greater than the table t value, H0 is rejected and Ha is accepted, indicating that the Psychological test (X2) partially affects Talent Management (Y). Thus, psychological test results have also been shown to make a significant contribution to talent management in organizations.

Both of these findings affirm the importance of thorough employee assessment in the context of talent management. By using assessment tools such as assessments and psychological tests, organizations can identify and develop existing talent more effectively, thereby improving overall organizational performance. Therefore, in managing talent, it is important for organizations to pay attention not only to the technical skills of employees, but also aspects of personality and motivation that affect their performance and contribution to the company's success

CONCLUSION

From the analysis conducted, it can be concluded that both Assessment and Psychological tests have a significant influence on Talent Management. This shows the importance of using holistic assessment methods in managing talent within an organization. Careful assessment of employees not only helps in identifying existing talent, but also allows organizations to develop more effective talent management strategies.

It is recommended from the results of this article that organizations be advised to involve different types of assessments, including assessments and psychological tests, in their talent management processes. Thus, they can gain a more holistic understanding of employees and maximize the potential of existing talent.

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