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# THE IMPORTANCE OF COMPETENCY, MOTIVATION AND TALENT MANAGEMENT TOWARDS THE EMPLOYEES PERFORMANCE AT BUDI KEMULIAAN HOSPITAL

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**Abstract:** This research aims to reveal the importance of competence,motivational and talent management in affecting the employee performance. This research population was the employees of Budi Kemuliaan Hospital from the nurse or midwife division, medical staff and non-medical staff which located in DKI Jakarta, with a total sample of 98 respondents. Through purposive sampling, those population were permanent employees in the nurse or midwife department, medical staff and non-medical division who have been worked for more than 2 years in order to gain their respective performance well. The analytical method that applied in this research by multiple linear regression with the assist of SPSS program. The research outcomes has been proved that competence has a positive affect on employee performance. So does with Motivation which also has a positive impact towards it. The increasing in competence and motivation on nurses or midwives, medical staff, and non-medical staff would be able to lifted their performance as well. However, it was found that the talent management has no impact towards the employee performance. This could be said that no matter how good talent management is, it would not be able to boost the employee performance, therefore further research are needed.

**Keywords:** Competence, Motivation, Talents Management, Employee Performance.

## INTRODUCTION

Today's rapid growth and competition in company business and organizational environment, created from the talented human resources which appears to be a major competitive advantage and play a crucial part in the organization (Brigham & Houston, 2009). Basically every company wants its business to continue to grow and increase along with changing times and technological developments (Brigham & Houston, 2009). Performance or achievements is an description of the level of accomplishment from the realization of a program of activities or policies in reached the goals, objectives, vision and mission of the organization as outlined in the strategic planning from organization itself. Performance according to Mangkunegara is the result from work in quantity and quality

achieved by the employees (Ardana et al., 2012) which setting up as the main standards in measuring the employee contributions to the company (Riyanto & Prasetyo, 2021).

This research has been conducted with 50 employees as respondents, it was appears that there are very large factors in terms of influencing employee performance, such as inadequate competence so that employee performance has less than optimal. Furthermore, motivation were also play huge part towards the performance of employees who can keep maintain the employee performance, at least employees who have worked extra hard for Budi Kemulian Hospital are the important asset to advance the organization. Meanwhile, talent management defined that the performance are also influence the quality of employees at Budi Kemuliaan Hospital (Karina & Ardana, 2020).

According to these following phenomenon, the article wants to investigate further relates to the role of competence, motivation, and talent management towards the performance of employees at Budi Kemuliaan Hospital, particularly in the nurses or midwives, medical staff, and non-medical staff.

## LITERATURE REVIEW
### Employee Competence and Performance

Actually, we live in the modern era which has a variety of competencies, and later could be deepened their knowledge will become a reliable skills to work, to share their knowledge with others and certainly can be used as a useful hobby for a better life (Huda, 2011). Therefore, the competence from each individual person which applied to employee performance in order to boost the development of the organization itself. There are several dimensions which contained in this competence variable, namely professional competence, methodological competence, social competence and self competence. These parts that already exist in a person, because nowadays, if they cannot cultivate and hone their abilities, they will not develop and become regrets (Prasetya & Gayatri, 2016).
H1: Competence has a positive affect on the employee performance.

### Motivation and Employee Performance

The goals that need to be achieved for each individual, and which become the basic need to obtain self-satisfaction. To achieve this goal, the individual should contained with motivational spirit (Moeheriono, 2012). The role of motivation in the work field sees as crucial part, due to there is a strong sense of urge to get rewards (Mangkunegara, 2011). There are several dimensions are exist in the motivational variable, namely the need for achievement, the need for strength and the need for affiliation. These parts can trigger motivation towards performance in order to achieve what is desired (Mangkunegara, 2011).
H2: Motivation has a positive affect on employee performance.

### Talent Management and Employee Performance

The rapid growth of globalization has urges the organizations to discover and anticipate the changes occurs in the environment or business climate by providing a fast, responsive, efficient and effective response, therefore every organization need to have quality human resources in conducting organizational operations (Sedarmayanti, 2010). Organizations that have employees with talent attraction, talent retention and career management as needed will

be boost the employee performance as well and ultimately would have an impact to a more competitive organization (Robbins & Judge, 2015).

H3: Talent Management has a positive affect on employee performance.

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┌─────────────────────────┐
│      Competence         │─────┐
└─────────────────────────┘     │  H₁
┌─────────────────────────┐     │      ┌──────────────────────────┐
│      Motivation         │─────┼─────▶│   Employee Performance   │
└─────────────────────────┘  H₂ │      └──────────────────────────┘
┌─────────────────────────┐     │
│   Talent Management     │─────┘  H₃
└─────────────────────────┘
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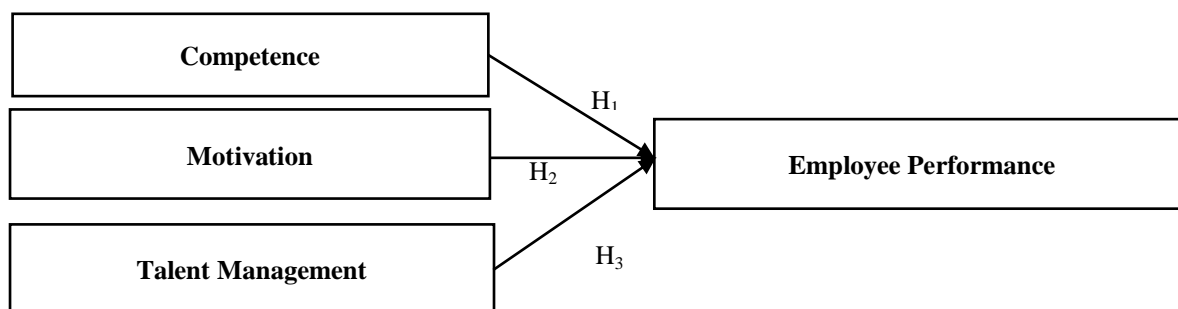
**Gambar 1. Model Konseptual**

## RESEARCH METHODS

This research were included as type of research that uses quantitative method with causal approachment. The variables used in this research are competence, motivation, talent management and employee performance. The Dimensions from employee performance variables are quality, quantity and effectiveness (Palan, 2007). The dimensions of the competence variable are professional competence, methodological competence, social competence, and self competence (Wibowo, 2007). The dimensions that exist in motivation are consist of the need for achievement, the need for strength and the need for affiliation (Sutrisno, 2010). The dimensions that exist in talent management are consist of talent actration, talent retention and career management (Allen & Meyer, 1990).

The research population were nurses or midwives, medical staff and non-medical staff. The sample used from all employees of Budi Kemuliaan Hospital as many as 98 people as sampling method. This research currently uses criterion method that can measure the category of very high, high, moderate, low, and very low with the assist of SPSS (25.0).

## RESULTS AND DISCUSSION

**Respondent Characteristics**

The majority from the characteristics of the respondents in this research were female (98%), aged 22-31 with working period (51%), had a D3 diploma level (71%), and work as medical staff position (27%). This indicates that the majority of respondents are women who still in productive age that need support from Budi Kemuliaan Hospital to continue to develop their talents and competencies for the betterment of the Hospital itself.

**Validity and Reliability Test**

The results from the data validity test showed that all the research indicators were declared valid. This is proven by the value of the entire r-count > r-table (0.197).

**Table 1. The Validity Test Results**

| Indicator Code | r-Count | Terms |
|---|---|---|
| X1.1-X1.12 | 0.199-0.702 | > 0.197 |
| X2.1-X2.9 | 0.198-0.699 | > 0.197 |
| X3.1-X3.9 | 0.203-0.597 | > 0.197 |
| Y.1-Y.9 | 0.270-0.721 | > 0.197 |

Viewing from the reliability test, the value from each of Cronbach's alpha variables of competence, motivation, talent management, and organizational performance are 0.303, 0.192, 0.089, and 0.092, those have values above 0.2, so it can be declared unreliable.

**Table 2. The Reliability Test Results**

| Variables | Cronbach's Alpha | N of Items |
|---|---|---|
| Competence | 0.202 | 12 |
| Motivation | 0.192 | 9 |
| Talent Management | 0.089 | 9 |
| Employee Performance | 0.091 | 9 |

**Classic Assumption Test**

According to the normality test, the asymp value is known as The (2-tailed) which is 0.13 (13%) meaning that the result is greater than 0.05 (5%) with these condition it could be said that the data is normally distributed. In other word it can be said that Ho is accepted (0.13 > 0.05) which is a normal distribution of data.

**Table 3. Data Normality Test Results**

| One-Sample Kolmogorov-Smirnov Test | | |
|---|---|---|
| | | Unstandardized Residual |
| N | | 98 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | 1.52985169 |
| Most Extreme Differences | Absolute | .079 |
| | Positive | .060 |
| | Negative | -.079 |
| Kolmogorov-Smirnov Z | | .079 |
| Asymp. Sig. (2-tailed) | | .139 |

According to the results of multicollinearity test, it is known that the VIF value for each independent variable are less than 10 and the tolerance value are more than 0.1. So it can be said that this regression model is free from multicollinearity.

**Table 4. Multicollinearity Test Results**

| Coefficients[a] | | |
|---|---|---|
| Model | Collinearity Statistics | |
| | Tolerance | VIF |
| (Constant) | | |
| Competence | 0.751 | 1.331 |
| Motivation | 0.882 | 1.134 |
| Talent Management | 0.757 | 1.321 |

Based on the heteroscedasticity test results, it is known that the image on the scatterpolt points has spread with an unclear pattern and are below the number 0 on the Y axis. The conclusion shows that there is no heteroscedasticity occurs in this research model.
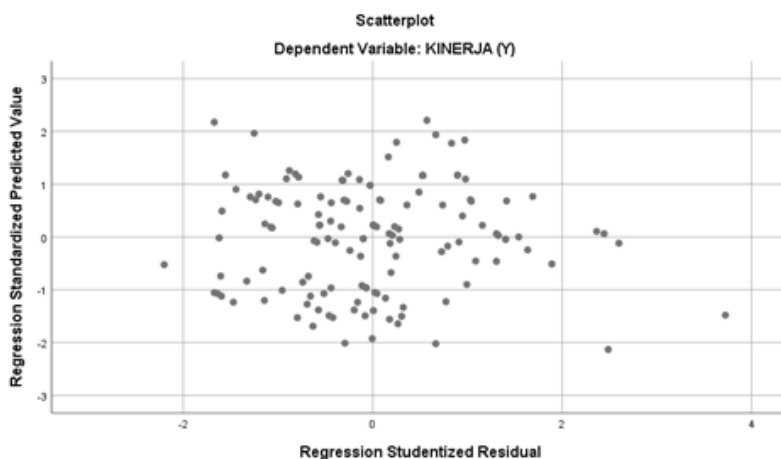
**Figure 2. Heteroscedasticity Test Results**

## Coefficient of Determination Analysis

Based on the analysis result, the adjusted R square value was 0.626 (62.6%). Because it shows the variation of the independent variables used in the model (competence, motivation and talent management) and capable to answer the value of 62.6,% of the employee performance variable. While the rest of the value from the coefficient of determination is 37.4% which explained by other variables such as organizational culture, leadership, work environment and others that excluded in this research model.

**Table 5. Coefficient of Determination Analysis Result**

| Model Summary[b] | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .475[a] | 0.646 | 0.626 | 1.554 |

## The Simultaneous Significance Test

Based on the calculation results, the F-count = 9.143 and the Sig value of 0.000. While the F-table value with df(3.95) = 2.70. Which means that H0 is rejected, because the variables of competence, motivation, talent management altogether have a significant impact to employee performance variables.

**Table 6. Simultaneous Significance Test Results**

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 66.242 | 3 | 22.081 | 9.143 | .000[b] |
| | Residual | 227.023 | 94 | 2.415 | | |
| | Total | 293.265 | 97 | | | |

## Hypothesis Examination

Based on the test results, the regression equation model that obtained could be drawn as follows:

$Y = 23{,}765 + 0.163 X1 + 0.225 X2 + 0.059 X3 + e$

Meaning:

1) A constant with a value of 23,765 means that the competence, motivation, talent management variables have not changed, then employee performance will continues to increase by processing the number of indicator data per variable.

2) The influence of competence on employee performance

From the table 4.19 it shows that the influence of competence on employee performance is significant with a t-count of 2.806 (t-count > t-table (df = 91) = 1.98) and a significance value of 0.006 which is smaller than 0.05. The positive coefficient value of 0.163 indicates that the presence of competence has a positive affect on employee performance, which is 16.3%. Thus the hypothesis H1 from this research which states that "competence has a significant impact on employee performance" is accepted.

3) The influence from motivation towards employee performance.

Seeing from table 4.19. It shows the influence of motivation on employee performance is significant with a t-count of 3.320 (t-count > t-table (df = 91) = 1.98) and a significance value of 0.001 which is smaller than the alpha of 0.05. The positive coefficient value of 0.225 indicates that motivation has a positive affect on employee performance by 22.5%. Thus the hypothesis H2 from this research which states that "motivation has a significant affect on employee performance" is accepted.

4) The impact of talent management on employee performance.

Seeing from table 4.19. It shows that the influence of talent management on employee performance is not significant with a t-count of 0.049 (t-count > t-table (df = 91) = 1.98) and a significance value of 0.643 which is greater than an alpha of 0.05. The coefficient value is positive 0.059 which indicating that there is a positive correlation between talent management and employee performance but not significant. Thus the hypothesis 3 from this research which states that "talent management has no significant affect on performance" is rejected.

**Table 7. Partial Significance Test Results**

| | | Coefficients[a] | | | | |
|---|---|---|---|---|---|---|
| | **Model** | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **Sig.** |
| | | **B** | **Std. Error** | **B** | | |
| 1 | (Constant) | 23.765 | 4.278 | | 5.555 | 0.000 |
| | Competence | 0.163 | 0.058 | 0.294 | 2.806 | 0.006 |
| | Motivation | 0.225 | 0.068 | 0.321 | 3.320 | 0.001 |
| | Talent Management | 0.059 | 0.126 | 0.049 | 0.465 | 0.643 |

**Inter-Dimensional Coefficient Test**

The correlation test between dimensions aims to make statistical analysis that used to measure the strongest impact between the dimensions of the independent variable and the dependent variable. This data processing and analysis activity uses the SPSS (Statistical Product for Service Solution) version 25.0 program. According to the results from table 13. the interpretation of matrix correlation could be said as follows:

1) Competency variable (X1) with employee performance variable (Y).

It can be seen in Table 12, the largest correlation value between dimensions obtained an average value of 55.9 and the smallest correlation value between dimensions obtained an average value of -0.45.

2) Motivation variable (X2) with employee performance variable (Y).

It can be seen in Table 12, the largest correlation value between dimensions obtained an average value of 28.1 and the smallest correlation value between dimensions obtained an average value of -2.03

3) Talent management variable (X3) with employee performance variable (Y).

It can be seen in Table 12, the largest correlation value between dimensions obtained an average value of 43.1 and the smallest correlation value between dimensions obtained an average value of -1.00.

**Table 12. Inter-Dimensional Correlation Test Results**

| Variabel | Dimensi | Employee Performace (Y) | | |
|---|---|---|---|---|
| | | Quality | Quantity | Effectiveness |
| Competence (X1) | Professional Compentece | .472** | -.144 | .148 |
| | Methodological Competence | .290** | -.165 | .023 |
| | Social Competence | .057 | .559** | .161 |
| | Self Competence | -.184 | -.131 | -.045 |
| Motivasi (X2) | Need for Achievement | .266** | -.203* | .215* |
| | Need for Strength | .228* | .230* | .193 |
| | Need for Achievement | **.281**** | .190 | .173 |
| Talent Management (X3) | Talent Attraction | -.227* | -.113 | -.100 |
| | Talent Retention | **.431**** | .320** | .337** |
| | Career Management | -.306** | -.212* | -.145 |

**Discussion**

Based on hypothesis test, the results show that competence has a positive impact to the employee performance. Which is, competency research with professional competence, methodological competence, social competence and self-competence will have an affect in improving performance in terms of quality, quantity and work effectiveness. The fact which happened to the employees of Budi Kemuliaan Hospital was social competence which characterized by teamwork, social problem solving and the ability in solidarity. If those employees which consisting of nurses or midwives, non-medical staff and medical staff are increasingly able to work together as a team, it would be faster to solve social problems and keeping up the solidarity, then it will further increase the performance, especially in speed of work, achievement of work targets and efficiency in work. The results from this research are supported by the results from Wirawan (2009) which states that competence is one of the internal factors of employees that has a positive affect on employee performance. However, this is opposites to research by Dhermawan et al. (2012) where he stated that competence has no impact to employee performance.

Based on hypothesis test, the results show that competence has a positive affect on employee performance. And That would increasing the motivation which is characterized by motivation to achieve, motivation to work together and motivation to have power, it will encourage employee performance, especially the quantity of work, quality of work and effectiveness at work. The fact which occurs at Budi Kemuliaan Hospital employees performance particularly in the nurse or midwife section, medical staff and non-medical staff that if the employees increases their motivation to work, especially motivation for achievement, namely enjoying their duties and work to achieve their goals and company

goals, as well as encouragement to get incentives from the work, it will boost the employee performance high, especially on the quality of work, namely work accuracy, which is accuracy in completing work and neatness in work. The results of this research are supported by Huda (2011) which defined that there is a positive correlation between work motivation and employee performance. However, it is opposites to the research from Jualianry et al. (2017) whom defined that partially motivation has no impact towards employee performance.

Based on hypothesis examination above, the results shows that talent management has no impact to the employee performance. Which means that even though employees are managed by talent, both talent attraction, telent retention, and career management, it won't affect in improving employee performance in terms of quality, quantity, or effectiveness at work. The fact for what occurred at Budi Kemuliaan Hospital employees, especially nurses or midwives, medical staff and non-medical staff was although talent management is trying to be improved, especially in talent retention, by providing opportunities for employees to develop, give awards, and create good relationships with employees, but still unable to lifted its employee performance, especially in the quality of work, both in terms of work accuracy, work speed, and work tidiness. The results from this research are in line with Prasetya (2016) whom defined that talent management has no influence on employee performance, while Asri's research (2017) declared that organizations capable to developing talent management which have a positive influence on improving employee performance.

## CONCLUSION AND SUGGESTION
### Conclusion
Elicited from the research results, data analysis and discussion, several conclusions that can be drawn such as:

1) Competence has a positive and significant affect on employee performance. Meaning that the research on competence with professional competence, methodological competence, social competence and self-competence as dimensions will have affect to the increasing of performance in terms of quality, quantity and work effectiveness.
2) Motivation has a positive and significant affect on employee performance. That means the increasing motivation which is build up by motivation to achieve, motivation to work together and motivation to have power will encourage employee performance, especially the quantity of work, quality of work and effectiveness at work.
3) Talent Management has no significant impact to the employee performance. This means that even though employees are managed by talent, both talent attraction, telent retention, and career management, it would not have an impact to the increasing of employee performance in terms of quality, quantity, or effectiveness at work.

### Suggestion
In mean time, there are several suggestions which advised to the leaders of Budi Kemuliaan Hospital in an efforts to boosting their employee performance and also suggestions for further research which could be convey are as follows:

1) The improvement in Employee performance is a must in order to improve the quality and quantity of work. So does with the quality of work is recommended to improve: speed of

work by holding training in all their respective parts, accuracy of work with completion of tasks obtained is time management at work and also accuracy of employees in completing work, tidiness of work with discipline to time, regulations, responsibility at work. their respective parts and appearance according to standards in medical services.

2) Increased the competence, by improving the social competence, through increasing teamwork by completing a task that has been determined by time so that it can achieve maximum efficiency and effectiveness, solving social problems by quickly identifying and applying appropriate solutions, keep the solidarity by realizing order in the environment, establishing a harmonious relationship with colleagues, committed and involved in the organization also can maintain the consistent of performance and provide an optimal contribution and achievement for the company.

3) Increased motivation, by enhancing the successful motivation, in particular by increasing employee enjoyment in carrying out their duties to achieve their own goals and company goals one of way through giving awards and providing opportunities for each employee to raise and develop their positions which will have an impact to the increasing of employee income, increasing development in completion of tasks by providing provision and training for self-development therefore employees can work optimally in order to achieve organizational goals, as well as encouragement to get incentives from the work that will be obtained by showing attention to employees who excel and see according to the employee's tenure.

4) The limitation of this research is that there is a rejected on hypothesis, such as on that talent management which has no effect on employee performance, whereas the results of this research are way different from the theory. For this reason, it is recommended for further researchers to include the mediating variable of organizational justice due to whether the employee gets fair treatment at work, or probably can add the organizational communication because by building socialization with employees verbally and in writing and making activity reports to each section that runs according to the goals that have been agreed upon by the organization.

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