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TALENT MANAGEMENT AND WORK MOTIVATION TO IMPROVE PERFORMANCE OF EMPLOYEES

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Abstract: Purpose - To find out (1) An explanation of employee performance, (2) describing Talent Management, (3) an explanation of Work Motivation, (4) the effect of Talent Management and Work Motivation on Employee Performance. Design / Methodology / Approach – This research was conducted on a sample without random, using descriptive and verification approaches with explanatory research methods and data analysis techniques using multiple linear regression. Finding – Talent Management and Work Motivation affect to Employee Performance Originality - The difference is determined in the independent variables, the object and method of the study, the population and research sample, the research period, the measurement instrument and the results of the research, as well as the theoretical sources based on international journals and books and research results.

Keywords: Talent Management, Work Motivation, Employee Performance.

INTRODUCTION

Facing the era of Industrial 4.0 the role of human beings becomes an organizational success in achieving goals (Marin-Garcia & Zarate-Martinez, 2017). Without the role of human resources itself the goals of the organization cannot realize conceptual plans. (Shalhoub et al., 2016) and as an object of driving the organization's direction to stay competitive (Govindarajan dan Fisher 1990). The existence of qualified human resources can be a complement to other functional strategies, so as to make the company much more confident in facing business competition and as a profit-producing company. (Wahyono, 2018)

The main problem of human resource management is focuses on employee performance, companies must implement effective and comprehensive strategies (Linz 2012). Employee performance must have proportional standards that encompass the ability of

human resources in the company with the expectation that work targets can be realized on time so that it will be in accordance with company goals (Goksel et al., 2017). Research (Octavia, Hanna Viany & Susilo, 2018) stated that excellent performance gets a percentage between 86% -100%, while good criteria get a percentage of 71% -85% and the medium category gets a percentage of 57% -70%. And the low and very low categories are at the percentage of 31% -56% and below 27%.

The percentage level shows the need for managing human resources in a company to balance the needs of employees and the ability of the company (Sonny, 2012). The quality and quantity of employee work is a very important element in improving the performance of a company (Sholehatusya'diah, 2017). Through employee performance appraisal must be done by the company regularly, because with performance appraisal, an organization or company can find out how much an employee contributes to their company. The problem that is still a research issue since 1955 until now regarding the problem of employee performance, both service companies, manufacturing or government agencies around the world that has decreased (Brayfield & Crockett, 1955).

Employee performance problems are considered to have urgency because employees are the driving force of a company, which means ignoring this problem, so it has the potential to damage the company's system (Hakim, 2013: 115). Employees with low performance levels, and lack of ability to use the equipment and technology that is very possible employees produce poor performance and not in accordance with company goals and targets (García-Pinillos, et al, 2015: 6). On the other hand, employees with low work experience are considered to have no qualifications, which only becomes a burden on the company (Ulku & Pamukcu, 2015: 12), which can eventually lead to termination of employment with the employee.

Another fact explains that many companies are already accustomed to using technology systems in company operations so that employees need to improve their competence in order to compensate for changes in existing conditions (Taormina, 2011: 12). Another problem of employee performance in 2017-2019 is that employees have a low mentality so they decide to resign from the company because they feel the company's demands are considered quite high (DeWeese et al, 2019: 13).

Table 1.1
Result of Assessment of Education Performance
Smkn 3 Baleendah

Nilai	Kategori Penilaian	Tahun				
		2014	2015	2016	2017	2018
86-100	Sangat Baik	50	50	30	20	17
71-85	Baik	35	30	35	33	33
56-70	Cukup	15	20	20	27	25
41-55	Kurang Baik			15	15	20
<40	Buruk				5	5
		100	100	100	100	100

Source: Survey result at SMKN 3 Baleendaah

The results of the assessment performance education staff at SMKN 3 Baleendah in 2014 and 2015 experienced a very good percentage of employees moving and the consistency rate was 50% at a conditional value of 86> however, in 2016 to 2018 the number of employees experiencing unfavorable conduct conditions was corrected by an average of

16,7&. At a conditional value <40 there are employees who experience a drastic decrease in performance of around 10% of the total employees.

The company should make the phenomenon of the decline in employee performance as a barometer in making policies more progressive for the progress of the company, because if left unchecked it will reduce the achievement and productivity of the company every year (Lipman, 2016). This problem cannot be ignored because it will have an impact on the company's progress (Sinex & Chapman, 2015). The impact of employee performance that does not get more attention, according to the theory explaining performance problems needs to get recognition, analyze, and converge a reality that occurs through reinforcement, expectations, actualization, social learning, work equipment, and roles in the organization (Armstrong, 2014), theory can provide an explanation that employee performance problems must be correlated to psychological and physiological improvement if both components are not given will have an impact on employee performance problems (Lipman, 2016), the company will stagnate, slow down the production process, and also weaken competition with competitors (Ulku & Pamukcu, 2015).

LITERATURE REVIEW

It is wrong if a human ability is said to be a standard at a certain point or point (not fixed ability), because an ability of its nature will continue to develop (developing abilities). For this reason, potential energy (talent) requires generation, processing or can be called the actualization process (Maurer dalam Sheal, 2003:47). Talent management is a sequence of human resource processes in integrated organizations designed to develop and maintain productivity of the employees involved (Irmawaty dan Hamdani 2016; Silvianita dan Anjani 2016; Octavia, Hanna Viany & Susilo 2018). Based on research conducted by The Office of Talent Management and Organizational Development (2010), defines that talent management is the arrangement of organizational human resource processes that are designed to attract, develop, motivate, and retain productive and engaged workers. Talent is not enough this is because someone who has talent but does not take the necessary action then he never gets the expected results. (Lewis dan Heckman 2006; Cappelli 2008; Collings dan Mellahi 2009; Scullion dan Collings 2011; Vaiman, Scullion, dan Collings 2012; Dries 2013 ; Schiemann 2014; Carpenter 2017) Someone who has talent but does not focus on his field then he will not be able to improve his performance. Someone who has talent but does not practice then he will not reach perfection in his work. Thus, someone who has talent needs to take appropriate actions to hone and utilize these talents to become self-strength in the work. (Collings, Scullion, & Vaiman, 2015)

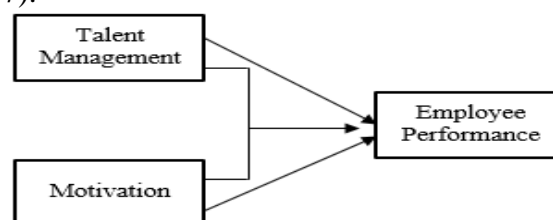
Talent Management is a management process that emerged in 1990 and continues to be used, because more and more companies are realizing that the success of their business is determined by the talents and abilities of their employees. Companies that practice Talent Management concept have used it to deal with employee retention issues. There are several dimensions that can be a supporting factor for talent management according to (Carpenter, 2017c) including, 1) Behavior, 2) Career Experience, 3) Potency, 4) Personal character quality, 5) Initiative, 6) Learner's soul, 7) Cooperation, and 8) Skills. In addition, the desire to act employees who can arise from within sometimes must be injected and strengthened from outside parties, in order to align motivation with employee needs (Jang, et al., 2011:4). then motivation can be the second solution to performance problems, then motivation can be the second solution to performance problems, (Tella, 2016:5)

Motivation can be defined as an individual's drive to take action because they want to do it, if the individual is motivated then the individual will make positive choices to do

something (Veithzal, 2015:607), if the work environment is comfortable even more so if employees already have a sense of belonging to the company then the motivation will be a measure of how long a person can maintain their business, because motivation is a value that guides the principles of human life based on overall needs so that people remain consistent (Yagyagil, 2015:3), some motivation theories works with the assumption that by giving opportunities and the right stimulation, employees will work well and positively, managers need to be careful in providing reinforcement to employees. Motivational variables have two primary indicators. 1) Individual input includes an individual's increased ability, expertise, emotional control and value. 2). The work context includes the physical environment, appreciation, reinforcement, training, social norms and organizational culture. These two main factors can be indicators in resolving problems of declining company performance standards because they have motivational processes that encompass attention, direction, perseverance, and work intensity so as to result in positive work behavior, especially in providing solutions to the problem of timeliness of employees in completing work (Kinicki, 2014:330). It very relevant if enforced in the company because motivation does not only talk about money but also about honor, appreciation, physical activities that require a sense of security (Sharma et al., 2015:5).

Speaking of motivation, Herzberg's theory of (Kiruja, 2013) contained four dimensions of motivation, namely the motivators and hygiene factors, in motivators there are 1) achievement, 2) recognition, 3) job interest, 4) responsibility, and advancement. Whereas the dimensions of hygiene factors appear more, including 1) salary and benefits, 2) working conditions, 3) company policy, 4) status, 5) job security, 6) supervision and autonomy, 7) office life, and 8) personal life.

The development of the company will be far more optimal if all directors are able to provide intensive motivation (Kiruja, 2015), so that employees will experience accelerated performance in order to achieve company goals. Performance is able to show whether employees have met the desired target of employees, both in terms of quality and quantity, in performance are also able to make an assessment because in a management organization without performance appraisal, the company does not know the next step for company progress (Veithzal, et al, 2015:405). Performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity and time of measurement (Albrecht, et,al 2015:3). Employee performance can be measured through 1). Punctuality to show dedication to the company, 2). Achieved targets to prove the contribution made to the company, 3). Job understanding shows responsive ability, responsiveness, 4). Understanding operational standards show employees who are guided by company procedures 5). Submitting ideas and ideas shows a dynamic employee who can be a solution provider, 6). Cooperation, employees must be able to work together with other employees in completing a job 7). Responsibility, shows a loyalty for the company and 8). In the way of leadership, employees must be able to lead other colleagues when working with teams (Zachary, 2017:237).



PICTURE 1
RESEARCH PARADIGM

(Tella, 2016:5); Albrecht, et,al 2015:3; Veithzal, et al, 2015:405).

RESEARCH METHODS

This research was conducted to determine the effect of Talent Management and Motivation on Employee Performance. The independent variable in this research is Talent Management and Motivation. while the dependent variable (dependent variable) in this research is Employee Performance.

This research was conducted at SMKN 3 Baleendah. The type of research used is descriptive and verification. Based on the type of research, the method used in this research is *explanatory research* which aims to test the hypothesis between independent variables with the dependent variable. Data collection techniques used are literature study and documentation.

FINDINGS AND DISCUSSION

Based on the results of calculations using multiple linear regression between the effect of talent management on employee performance of 0.984 and the influence of motivation on employee performance of 1,178.

Table 1.2
Output data analisis memakai aplikasi SPSS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.740 ^a	.548	.534	7.648

a. Predictors: (Constant), Motivasi (X2), Talent Management (X1)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4814.078	2	2407.039	41.150	.000 ^b
	Residual	3977.584	68	58.494		
	Total	8791.662	70			

a. Dependent Variable: Kinerja (Y)

b. Predictors: (Constant), Motivasi (X2), Talent Management (X1)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.051	8.059		1.754	.086
	Talent Management (X1)	.098	.031	.287	3.169	.002
	Motivasi (X2)	1.178	.130	.817	9.035	.000

a. Dependent Variable: Kinerja (Y)

Hypothesis testing in this study is to use the F test and t test. Based on the results of the F test to simultaneously test the hypothesis, the F_{count} value of 41,150 is obtained for talent management and motivation simultaneously affect to performance employee. Based on

t test for talent management and motivation with a significance level $\alpha = 0.05$, a t_{count} of 3,169 and t_{table} 1,99547. So the results of sig. 3,169 > 1,99547 so can be concluded that talent management affects performance employee. Obtained by t_{count} 9,035 for Motivation. Then a decision can be taken that motivation affects performance employee.

This means that there is a significant influence of talent management on employee performance. In accordance with the results of research conducted by (Vaiman, Scullion, Collins 2012), (Dries, 2013), (Schiemann, 2014) dan (Carpenter, 2017) which states that talent management influences employee performance.

There is a significant influence of motivation on employee performance. This is consistent with research conducted by (Balkin, 2017). (Zachary, 2017). and (Sakamoto, 2017) which states that motivation will affect employee performance.

CONCLUSION AND RECOMMENDATIONS

Based on the discussion of theory, research results, and linear regression analysis testing conducted on the effect of talent management and work motivation on employee performance can be concluded as follows:

1. The description of talent management is good enough. This can be seen from the dimension of talent management representatives of the organization.
2. Description of motivation is good enough. This can be seen from the representative dimension of motivation.
3. The employee's performance description is good enough. This can be seen from the increasing dimensions of work output.
4. Based on the results of the research states that, talent management affects employee performance. shows that the better the talent management of the company, the better the performance of employees.
5. Based on the results of the research states that, work motivation has an effect on employee performance. shows that better work motivation will also result in better performance for the company.
6. Based on the results of the research states that, talent management and motivation have a combined (simultaneous) effect on employee performance. shows that the better the talent management and motivation the company provides to employees, the better the performance will be.

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