

ANALYSIS OF TALENT POOL MANAGEMENT (TALENT MANAGEMENT) IN IMPROVING ORGANIZATIONAL PERFORMANCE OF PT PLN MAIN UNIT DISTRIBUTION OF NORTH SUMATRA UP3 RANTAUPRAPAT

Cosine Melvin Sitorus Pane¹, Nazaruddin², Iskandarini³

^{1,2,3}Master Management Program, Post Graduated School, Universitas Sumatera Utara

Corresponding Email: sinus.h9n@gmail.com

Abstract

Employee performance can optimize the quality and quantity of production with more productive performance. Making employees or employees more able to explore the knowledge and skills needed to achieve company or organizational goals. The effect of talent pool management on organizational performance is a complex research topic, but in general it can be said that good management talent pool has the potential to improve overall organizational performance. Human resource management is carried out using a process of analyzing, developing and utilizing talent in a sustainable and effective way to meet business needs, in other words this is talent management. Talent management according to Wibowo (2020) is a concept that starts from how to plan, acquire, develop,

Keywords: *Organizational Performance and Talent Pool Management*

1. INTRODUCTION

The relationship between talent management and organizational performance can have a significant impact on an organization's success in achieving its goals (Dahiya & Rath, 2021). By managing and developing the talents and abilities of employees, talent management can ensure that the organization has quality and competent human resources (Dorasamy, 2021). Research conducted by Zubir & Djati (2017) that talent management has a positive and significant influence on performance organization. Talent management has a significant relationship with organizational performance. Therefore, organizations must pay attention to talent management as part of a holistic and integrated human resource management strategy. PT PLN Persero as a BUMN engaged in the energy sector has 11 subsidiaries that support the company's performance and services. PLN's subsidiaries are engaged in generation, electricity supply, telecommunications, finance and maintenance services. PT PLN (Persero) North Sumatra Main Distribution Unit UP3 Rantauprapat is a Customer Service Implementation Unit, which is oriented towards implementing services for customers, especially the Rantauprapat area, having its address at Jalan Listrik, Padang Matinggi, Kec. North Region, Kab. Labuhanbatu, North Sumatra.

MomentPT PLN (Persero) continues to encourage synergy between BUMN (State Owned Enterprises) by working together to increase human resources. In accordance with the direction of BUMN Minister Erick Thohir, PLN continues to support the strengthening of human resources in BUMN with the talent mobility program which is being promoted. Talent mobility is a talent development process in the talent pool of the Ministry of BUMN through an assignment mechanism that can be carried out within the internal scope of BUMN, internal BUMN sector/cluster, and across BUMN sectors/cluster (Article 10, Regulations Minister of State-Owned Enterprises of the Republic of Indonesia, 2021).

Talent poolsh in talent management refers to groups of individuals who have the potential, skills, and competencies that can support the achievement of organizational goals. Talent pool is a collection of individuals who have the qualifications, abilities and potential that can be a valuable resource for the organization, they are prospective employees or professionals who have the relevant talents and skills for certain positions or roles (Collings et al, 2019). Talent pools often include individuals currently working in the organization, as well as individuals outside the organization who may be potential candidates for future recruitment. *Talent mobility* are part of talent management two interrelated concepts in human resource management (d'Armagnac et al, 2022).. Talent management is known as a series of integrated organizational human resource processes designed to develop, motivate, and retain talented employees (Van Zyl et al, 2017) Meanwhile, talent mobility is part of talent management which refers to an organization's ability to move employees from one position to another internally (Younas & Waseem, 2020).

2. LITERATURE REVIEW

2.1. Review Theory

Human resource management is a process of managing a group of people in an organization using various techniques with the ultimate goal of developing the ability of employees to achieve the vision of the organization through a series of missions and work programs set by the leadership. (Bairizki, 2020). Good human resource management, organizations and companies can empower human resources not only for short-term gains, but also for the growth, development and self-satisfaction of human resources. According to Riniwati (2019) human resource management is part of management, dealing with people, employees, workers or staff working in an organization. Human resource management is concerned with the welfare of the people in the organization. Employees and leaders are expected to be able to work effectively as groups or teams to contribute to organizational success (Purnaya, 2018). Human resource management is concerned with the welfare of the people in the organization in order to work together effectively and contribute to the success of the organization. Human resource management is a system that has several functions, policies, activities, or practices including recruitment, selection, compensation, retention, evaluation, promotion, and others (Sudiro, 2018). The human resource management function is the process of acquiring, training, evaluating and compensating employees, taking into account labor relations, health, safety and fairness issues.

2.2. Conceptual Framework

In this background, this research uses two variables, namely the talent management variable can have an influence on organizational performance variables. Talent management is a management process that aims to identify, develop and retain individuals who have high potential to make a major contribution to the organization. Several studies have shown that talent management has a significant relationship with organizational performance. One of the relevant studies is research conducted by Ujah et al (2021) which shows that talent management can increase productivity, creativity and innovation in organizations. Another result of research conducted by Zubir & Djati (2017) is that talent management has a positive and significant influence on organizational performance. Overall, previous research shows that talent management has a significant relationship with organizational performance. Therefore, organizations must pay attention to talent management as part of a holistic and integrated human resource management strategy

Implementation of Talent Management



Figure 1.2 Conceptual Framework

Talent pools Effective management can help companies to attract, develop, and retain employees who have the right competencies and skills to meet organizational needs. By having qualified employees, companies can improve their overall performance. With effective talent management, companies can place employees in positions according to their abilities and expertise, so as to maximize employee potential and improve overall organizational performance. In addition, good talent management can also increase employee motivation and engagement, which in turn can improve organizational performance

2.3.Hypothesis

A hypothesis is a temporary statement that is formulated as a temporary answer to a research problem. This hypothesis is then tested for validity through the collection and analysis of the data that has been collected, so that real answers can be obtained regarding the problems under study (Handayani, 2020). The performance of employee work both in quality and quantity achieved by employees in a certain period is in accordance with the responsibilities given by the company. The relationship between talent pool management and organizational performance can be seen in the results of previous studies. Pasaribu & Sinulingga (2021), the results are in line with previous research that talent management has a positive effect on organizational performance. H_a ; Talent Pool Management has a positive and significant effect on the Organizational Performance of PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat.

3. RESEARCH METHODS

3.1.Type of Research

This research is a type of associative research, which aims to determine the relationship between talent management variables and organizational performance. The data analysis method used in this research is descriptive quantitative. Quantitative descriptive research is a type of research that aims to provide a systematic, factual, and accurate description or description of the observed variables or phenomena. Quantitative approach to determine the effect of talent management relationships on organizational performance at PT PLN Main Unit Distribution North Sumatra UP3 Rantauprapat, and analyze the implementation or implementation of talent pool management at PT PLN Main Unit Distribution North Sumatra UP3 Rantauprapat. Thus, this research can provide a comprehensive understanding more in-depth about the relationship between talent management and organizational performance, as well as identify what factors influence the implementation of talent pool management at PT PLN Main Distribution Unit North Sumatra UP3 Rantauprapat.

3.2 Location and Time of Research

This research conducted in PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat. This research was conducted for at least 3 (three) months, from May 2023 to July 2023.

3.3 Population and Research Sample

The population in the research context is the overall object in a study or it can be said that the population is the total number of individuals whose character will be studied. The population can be in the form of people, objects, companies, to institutions that can be counted in number. The population is all objects, all symptoms and all events for the event to be selected must be in accordance with the problem to be studied (Sugiyono, 2018). The population in this study are all employees at PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat which totaled 100 people

3.4 Operational Definitions

Operational definition is information that is very helpful for research that will use the same variables. Method measurement using a Likert scale used to measure variables in research Likert scale uses five levels of weight values for statements, namely Strongly Agree (SS) with a weight of 5, Agree (S) with a weight of 4, Less Agree (KS) with a weight of 3, Disagree (TS) with a weight of 2, and finally Strongly Disagree with a weight of (1).

3.5 Data Collection Methods

Type and The data sources used in this study are as follows

1. Primary data

Primary data obtained directly from the object of research, interviews and a list of questions that were distributed to the respondents in this study were employees PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat.

2. Secondary Data

The data obtained is to complement the primary data which includes sources of information such as journals, documentation, textbooks, the internet and other information obtained in connection with research.

3.6 Data Analysis Techniques

Quantitative descriptive analysis is a data analysis technique used in quantitative research to provide an overview or summary of the data obtained. In the quantitative descriptive analysis, data is measured using statistical methods that allow researchers to identify analyzes in the context of talent management implementation research in PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat. Descriptive analysis can provide an overview of the main themes that emerge from the data that has been obtained, as well as provide recommendations for PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat in improving the implementation or implementation of talent pool management in the organization.

4. RESULTS AND DISCUSSION

4.1. Research Results

PT PLN North Sumatra Main Distribution Unit UP3 Rantauprapat plays an important role in distributing current or electricity to the community and government and private agencies. They sell electricity in kilowatt-hour (KWh) units and are billed monthly and purchase tokens at any time for prepaid customers. In addition, PT. PLN is also responsible for the maintenance and maintenance of power supply distribution equipment so that electricity distribution can run smoothly for customers.

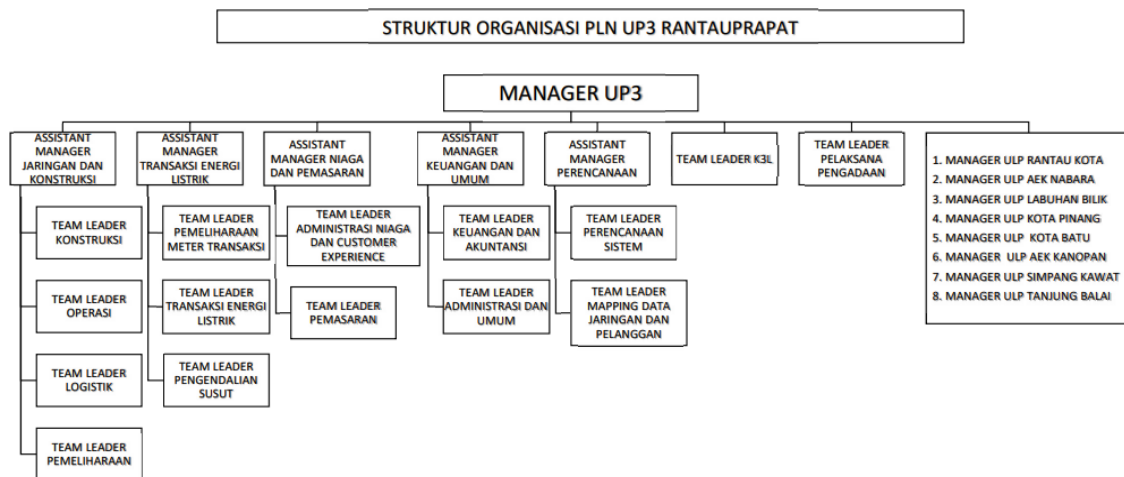


Figure 4.1 Main Unit PT PLN Organizational Structure Distribution of North Sumatra UP3 Rantauprapat

This research involved all employees of PT PLN (Persero) North Sumatra Main Distribution Unit UP3 Rantauprapat, totaling 100 people as respondents. The characteristics of the respondents will be described based on four factors, namely age, gender, last education, and years of service. The purpose of this description is to provide a more complete picture of the profile of the employee who is the subject of the research. Thus, research results can be understood in a better context. The characteristics of respondents based on gender in employees of PT PLN (Persero) Main Unit Distribution North Sumatra UP3 Rantauprapat, can be seen in the following table:

Table 4.1 Characteristics of Respondents Based on Gender

No	Gender	Number of people	(%)
1	Man	88	88.00%
2	Woman	12	12.00%
	Amount	100	100%

Source: Processed Data, 2023

Based on Table 4.1, it can be seen that the majority of respondents in this study were employees of PT PLN (Persero) North Sumatra Main Distribution Unit UP3 Rantauprapat who were male, with a total of 88 people (88.00%). Meanwhile, there were 12 female respondents

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(12.00%). The reason why the majority of respondents are male employees may be explained by several factors. One of the factors that influence the composition of gender in an organization is the difference in the participation and participation of men and women in certain fields of work.

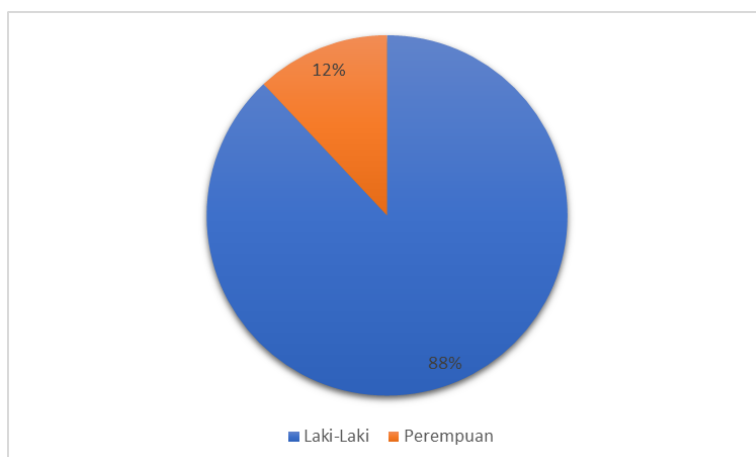


Figure 4.2 Garfik Characteristics of Respondents

Based on Gender

In the electricity industry, such as PT PLN, there is a general trend where men still dominate in terms of taking jobs and participating in the industry. This can be caused by career preferences, differences in skills and interests, as well as social and cultural factors that influence the choice of profession. In addition, historical and traditional factors can also play an important role in determining the gender composition within an organization. In the power industry, the history is that the job is often perceived as being more suitable or more common for men. While this trend has changed over time as more women are involved in the industry, there may still be gaps in participation levels. The characteristics of respondents based on the age of employees at PT PLN (Persero) Main Unit Distribution North Sumatra UP3 Rantauprapat, can be seen in the following:

Table 4.2 Characteristics of Respondents by Age

No	Age (Years)	Number of people	(%)
1	20-25	13	13.00%
2	26-30	29	29.00%
3	31-35	25	25.00%
4	36-40	16	16.00%
5	41-45	3	3.00%
6	46>	14	14.00%
	Amount	100	100%

Source: Processed Data, 2023

Based on Table 4.2, it can be seen that the characteristics of the respondents in this study are based on age. The majority of employees at PT PLN (Persero) North Sumatra Main

Distribution Unit UP3 Rantauprapat have an age range between 26-30 years with a total of 29 people (29.00%). Then followed by employees aged between 31-35 years as many as 25 people (25.00%), aged between 36-40 years as many as 16 people (16.00%), aged between 46> years as many as 14 people (14.00%), aged between 20-25 years as many as 13 people (13.00%), and ages between 41-45 years as many as 3 people (3.00%). The majority of respondents aged between 26-30 years may be explained by several factors. In the age range of 26-30 years, usually individuals have gained sufficient work experience to fill certain positions. PT PLN (Persero) North Sumatra Main Distribution Unit UP3 Rantauprapat may have special needs for workers in this age range, either due to a change of generations or specific project needs.

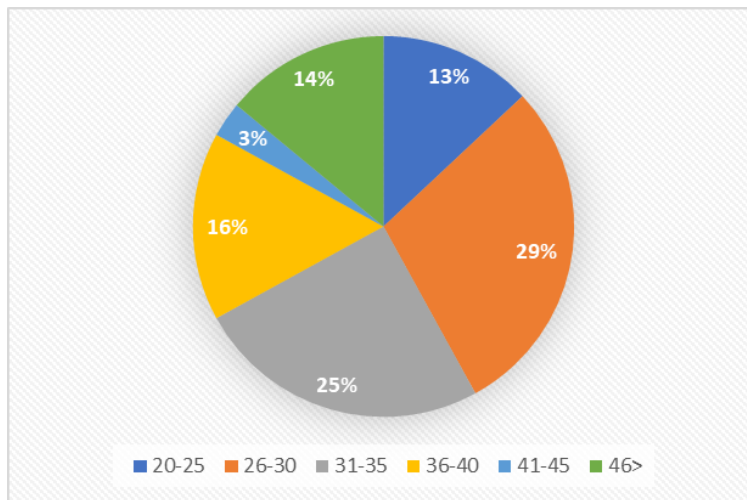


Figure 4.3 Garfik Characteristics of Respondents By Age

PLN (Persero) experienced rapid technological development. In this case, they may be looking for a younger workforce that is more familiar with new technologies and has the ability to adapt to rapid technological changes. Characteristics of respondents based on education level at PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat can be seen in Table 4.3:

Table 4.3 Characteristics of Respondents Based on Education Level

No	Level of education	Number of people	(%)
1	SMA/STM	34	34.00%
1	Diploma 3 (D3)	30	30.00%
2	Undergraduate (S1)	34	34.00%
3	Strata 2 (S2)	2	2.00%
4	Strata 3 (S3)	0	0.00%
	Amount	100	100%

Source: Processed Data, 2023

Based on Table 4.3, it can be seen that the majority of respondents in this study had an undergraduate education level (S1) with a total of 34 people (34.00%). While the level of

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educationSMA/STMthe results are the same as S1 with a total of 34 people (34.00%), D3 education level followed by 30 people (30.00%), Masters education level with a total of 2 people (2.00%) and Doctoral education level not represented in the total respondent. The majority of respondents have a Strata 1 (S1) education level, this relates to the educational requirements needed for work at PT PLN (Persero) North Sumatra Main Unit Distribution UP3 Rantauprapat. Positions and responsibilities in the power industry, including in state-owned companies such as PLN, often require a deep understanding of engineering, management and other related fields. S1 education level is considered as the level of education that meets these requirements.

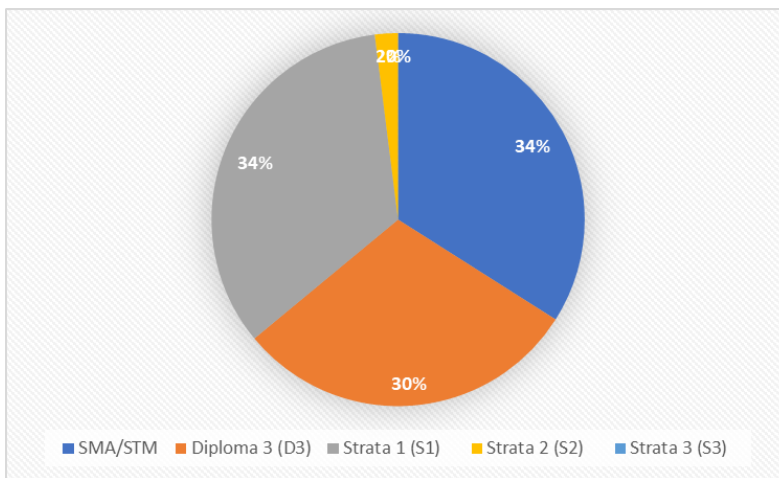


Figure 4.4 Garfik Characteristics of Respondents Based on Education Level

In technology-based industries such as power, higher education levels can also provide a competitive advantage. Advanced level education, such as Masters and Doctoral degrees, allows employees to deepen specialist knowledge in certain fields and can take on a more strategic role or contribute to research and development. Characteristics of respondents based on years of service to employees at PT PLN (Persero) Main Unit Distribution North Sumatra UP3 Rantauprapat can be seen in Table 4.4:

Table 4.4 Characteristics of Respondents Based on Years of Service

No	Service Period (Year)	Number of people	(%)
1	< 5	7	7.00%
2	6 – 10	38	38.00%
3	11 – 15	11	11.00%
4	16 – 20	38	38.00%
5	>20	6	6.00%
	Amount	100	100%

Source: Processed Data, 2023

In Table 4.4 shows the characteristics of respondents based on years of service at PT PLN (Persero) North Sumatra Distribution Main Unit UP3 Rantauprapat, the majority have 6-10 years of

service totaling 38 people (38.00%), 16-20 years of service totaling 38 people (38, 00%), 11 people (11.00%) with 11-15 years of service, 7 people (7.00%) of <5 years of service and 6 people (6.00%) of >20 years of service.

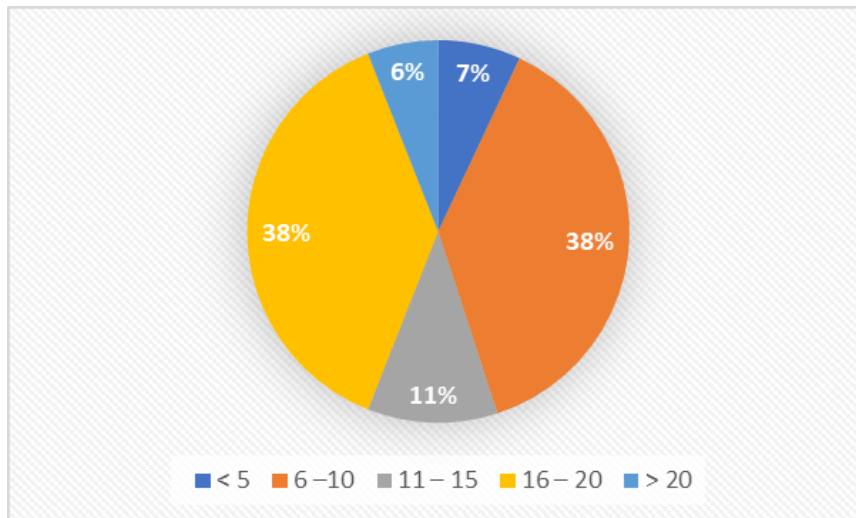


Figure 2.5 Garfik Characteristics of Respondents Based on Working Period

The range of 6 to 20 years of service shows the stability of work in the organization. Employees who have worked for this period of time tend to have sufficient loyalty and experience in the organization. This can show that PT PLN (Persero) North Sumatra Main Distribution Unit UP3 Rantauprapat is able to provide good working conditions so that employees survive for a long time. Employees with 6-20 years of service have accumulated significant work experience at PT PLN (Persero). They have adapted to the work environment, the tasks carried out, and the company's work processes. This experience can provide a competitive advantage for these employees in carrying out their duties and responsibilities. The descriptive statistical analysis analyzed is the management talent pool variable (X) and organizational performance (Y) which can be seen in the following table.

Table 4.5 Descriptive Statistics

	Descriptive Statistics						
	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
TTL_Talent_Pool_Manajemen_X	100	11	35	26,16	,742	7,416	55,004
TTL_Kinerja_Organisasi_Y	100	14	45	31,49	,944	9,435	89,020
Valid N (listwise)	100						

Source: Processed Data, 2023

This analysis shows that in a sample of 100 respondents, the Talent Pool Management variable has a minimum value of 11 and a maximum value of 35. The average value of this variable is 26.16, with a standard deviation of 7.416. Multiple Linear Regression Model Analysis. On the results of the data normality test have fulfilled the classical assumption requirements so that the equation model in the study can be derived in a multiple linear regression model. Multiple linear regression models were implemented in order to find out how much influence the independent

variable Telent Pool Management has on the dependent variable Organizational Performance. Following are the results of the multiple linear regression equation of this study.

$$Y = a + bX + e$$

Information:

- Y = PerformanceOrganization
- X =Tellent PoolManagementi
- a = Valueconstant
- b =X variable regression coefficient
- e = term error

Based on testing using the SPSS program, the results of the research's multiple linear regression equation can be seen in the following table.

Table 4.12 Multiple linear regression Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	15,876	3007		5,280	.000
	TTL_Talent_Pool_Management_X	.707	.111	.540	6,352	.000

a. Dependent Variable: TTL_Performance_Organization_Y

Source: Research Results, 2023 (data processed)

Based on the table, the multiple linear regression equation model obtained in this study is:

$$Y = 15.876 + 0.707X$$

Information:

- Y :Dependent variable (Organizational Performance, which one wants to predict)
- X :Independent Variable (Talent Pool Management)
- 15,876 : Markconstant (intercept) on the Y axis when X = 0.
- 0.707 :Regression coefficient that describes the relationship between variables independent (X) and the dependent variable (Y).

In the equation above, the constant value of 15.876 indicates the predicted value of the Organizational Performance (Y) variable when the value of the Talent Pool Management (X) variable is 0. The regression coefficient of 0.707 indicates that each one-unit increase in the independent variable Talent Pool Management (X) variable will cause an increase of 0.707 units in the dependent variable Organizational Performance (Y).

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

From the results of research and discussion in this study, it can be concluded as follows:

- a. Research also shows that the Talent Pool program at PLN (Persero), especially at PT PLN Main Unit Distribution North Sumatra UP3 Rantauprapat has been going well. The results showed that respondents had a positive perception of the practice and effectiveness of talent management carried out by PT PLN (Persero). This indicates that PT PLN (Persero) has implemented good practices in planning, developing, recruiting, retaining, and deploying

talents within the organization of PT PLN Main Unit Distribution North Sumatra UP3 Rantauprapat.

- b. *Talent Pool* Management has a positive and significant effect on the Organizational Performance of PT PLN Main Unit Distribution North Sumatra UP3 Rantauprapat Competency,

5.2. Suggestion

From the conclusions in this study, the following suggestions:

- a. Maintain and strengthen talent management practices that have been implemented, given that respondents have a positive perception of talent management practices and effectiveness, companies need to continue to maintain practices that have been proven successful. This includes planning, developing, recruiting, retaining and deploying talent within the organization. Through the maintenance of good practices, companies can ensure the continuity and improvement of organizational performance.
- b. Evaluate and update the Talent Pool program regularly. Even though the Talent Pool program has been running well, periodic evaluations are still needed. Evaluation can help identify program strengths and weaknesses, as well as areas of improvement that need improvement. By conducting regular evaluations, companies can continue to improve and optimize the Talent Pool program to suit organizational needs and provide maximum impact on organizational performance.

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