



## EMPLOYEE PERFORMANCE MEDIATED THE INFLUENCE OF TALENT MANAGEMENT WITH TRAINING AND DEVELOPMENT ON JOB PROMOTION AT PT PIB

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### Abstract

This research aims to determine the influence of talent management as well as training and development on job promotion which is mediated by employee performance. The background for the author to conduct this research is because internal company promotions still have a big opportunity to be improved through a good employee development system, which in the end will create employees with the expected competencies, so that they will be the best candidates to fill the positions needed in the company. later. Using a quantitative approach, this research involved 124 respondents who were PT PIB employees. The questionnaire was created based on indicators of the variables studied. Meanwhile, SmartPLS 4 is an application used in research data analysis techniques. The research results show a t-statistic value of 1.368 for the influence of talent management on job promotions, so talent management has no influence on job promotions. Then the t-statistic value for the influence of training and development on job promotion is 2.437, so training and development has a positive influence on job promotion. The t-statistic value is 2.307 for the influence of talent management on work performance, so talent management has a positive influence on employee performance. Then the t-statistic is 2.927 for the effect of training and development on employee performance, so training and development has a positive influence on employee performance. Employee performance positively mediates the influence of talent management on promotion, with a t-statistic value of 2.121. Furthermore, with a t-statistic value of 2.850, employee performance positively mediates the influence of training and development on job promotion. Employee performance, with a t-statistic value of 7.308, has a positive influence on job promotion, so employee performance has a positive influence on job promotion.

**Keywords :** *talent management, training and development, employee performance, job promotion*

### 1. INTRODUCTION

In an organization such as a company, apart from the capital factor, the employee factor is a very important factor, especially in labor-intensive companies, service companies including companies that have hundreds or even thousands of employees. The company's excellence will be greatly influenced by the excellence of its employees as well. This means that human resource factors cannot but be an unimportant factor. Therefore, quite a few companies invest in aspects of their employees, aka human resources. There are many things that are done, including managing superior employees, from recruiting to the retention process, all of which is directed at superior employees, which is also known as Talent Management. It was also stated that in the process of managing human resources in an organization, there is a model for implementing talent management which is divided into planning, attracting, developing, retaining and transitioning (Momtazian, 2023).

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Kasmir, (2016) said: training is a process to form and equip employees by increasing their skills, abilities, knowledge and behavior.



Figure 1 Talent Management Model

Source: expert360

The development of employees from the moment they start work, without experience, without skills, until they can grow gradually, even promoted to a higher level, is a good human resource development process for both the company and the employees. With a promotion, there will be a positive impact on the job satisfaction of company employees (Bahri et al., 2017). Good job satisfaction from employees will increase employee retention rates. As in the table below, there are 52% of employees who are still working as of July 31 2023, who have been promoted while working at PT PIB, meaning that 48% are recruited leaders from outside the company.

Table 1 Composition of employees as of 31 July 2023 who were recruited as leaders or promoted to leaders

Level Jabatan	Head Office		
	Rekrut Eksternal	Promosi Internal	Total
Director	2	3	5
GM	4	0	4
Manager	9	14	23
Head	17	19	36
Supervisor	49	49	98
Foreman	0	2	2
	81	87	168
	48%	52%	100%
	168		

Source: HRD PT PIB, 2023

In accordance with one of the company's core values, improvement, which is a trigger for the Human Resources team to move better and better, including in terms of promotion levels in the company. If you look at the table below, as of July 31 2023, there are 68% of employees who have never experienced a promotion. This means that there are still many opportunities to develop internal employees so that they can be better prepared if needed for certain leadership positions.

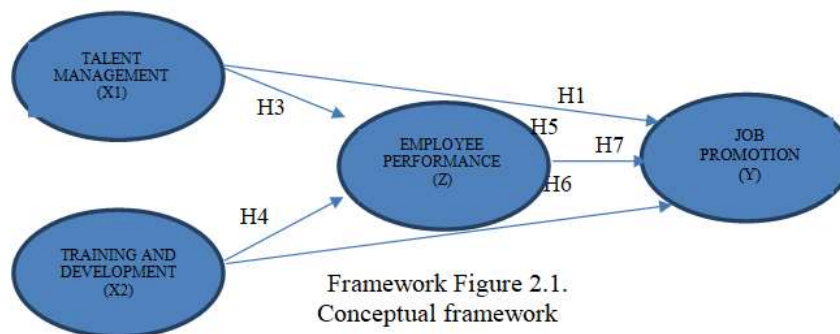
Table 2 Employee Composition as of 31 July 2023

KATEGORI	Jumlah (orang)	%
Belum Pernah Promosi	368	68%
Promosi Internal	87	16%
Rekrut Eksternal	81	15%
Owner	4	1%
Total	540	100%

Source: HRD PT PIB, 2023

## 2. IMPLEMENTATION METHOD

Using quantitative methods, the author took primary data from a population of PT PIB employees as research subjects. A questionnaire is a way of collecting data. The questionnaire questions are an explanation of the four variables as in the conceptual framework below. Sugiyono (2014) states that the population is the totality of the objects to be studied.



In this research, the object is focused on Talent Management, Training and Development, Employee Performance and Position Promotion which are implemented at PT PIB. The technique used is descriptive research, while the sample size uses hair theory. Sampling is a technique that needs to be considered in research, because an incorrect sample size (biased sample) will produce a biased conclusion (Sugiyono, 2014). The Likert scale (5 scale levels) is the method chosen for delivering closed questions. Closed questions with limited choices so that respondents do not answer questions with answers that are outside the alternatives provided (Rangkuti, 2016). The incoming data will be processed using SEM (Structural Equation Modeling), which is widely used in the fields of economics, education, biology, marketing, medicine, making this SEM technique an inseparable part of academic managerial research, Anderson and Gerbing (1988).

## 3. RESULTS AND DISCUSSION

Validity test is the degree of certainty between the data that occurs on the research object and its relationship with the power that can be reported on the research (Sugiyono, 2014). It is said that valid data is the same between the actual data on the research object and the data reported by the researcher. According to Hair et al. (2014), proving convergent validity can be achieved in two ways: first is achieving the criteria and second is through model comparison tests. of the 21 indicators that were questioned with an alpha of 0.05, there were 124 respondents who responded

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to this questionnaire. The respondents were quite varied, namely from the age of the last position. The largest number of respondents came from those with a working age of 5-10 years as much as 40%, followed by those with a working age of <2 years as much as 21%, and so on.

Table 3 Age of Respondents' Last Position

Usia Jabatan Terakhir	Frekuensi	Persentase (%)
<2	26	21%
>=2	18	15%
>=3	14	11%
>=5	50	40%
>=10	7	6%
>=15	9	7%
<b>Total</b>	<b>124</b>	<b>100%</b>

Source: Data Analysis Results

The Outer Model test is carried out to ensure that the measurements used are suitable for measurement.

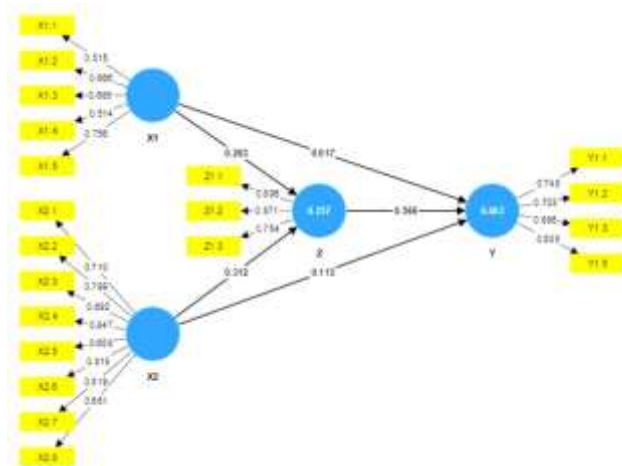


Figure 3 Construct Model Without Indicator Y1.4

Source: SmartPLS Data Processing Results

Validity discriminant is achieved when there is a low correlation between two variables that should not be correlated with each other, as stated by McDaniel (2010). From all data processing results, there is a loading factor <0.7. According to Ghazali (2014), a loading factor value between 0.5 - 0.6 is considered sufficient as a requirement for convergent validity. However, the discriminant validity value - HTMT is still there is >0.9, namely variable Z → Y so it is necessary to eliminate the statement Y1.4 which is the cause of the invalid discriminant validity value - HTMT. After the Y1.4 indicator was eliminated and the data was processed again, the results of the validity test of the shipment were obtained as in the table below. From the results of data processing in the table below, it was found that all discriminant validity test values met the requirements, namely <0.9.



Table 4 Discriminant Validity – HTMT Without Indicator Y1.4

Discriminant validity - Heterotrait-monotrait ratio (HTMT) - Matrix					
	X1	X2	Y	Z	
X1					
X2	0.691				
Y	0.492	0.506			
Z	0.575	0.532	0.878		

Source: SmartPLS Data Processing Results

In Hair et al (2014) it is stated that the alpha or composite reliability value must be greater than 0.7 to state that a measurement result is relatively consistent if carried out twice or more. However, a value of 0.6 is still acceptable. If you look at the measurement results from processing this research data, you can see that all composite reliability values are above 0.7 and some are still above 0.6. So even though individually it is still not strong, as a whole it is in the reliable category.

Table 5 Composite Reliability

	Composite reliability (rho_a)	Composite reliability (rho_c)
X1	0.667	0.767
X2	0.894	0.913
Y	0.607	0.766
Z	0.811	0.880

The R-square value is used to assess the influence of certain independent latent variables on the dependent latent variable. The higher the R-square value, the greater the ability of the independent latent variable to explain the dependent latent variable. The R-square value categories were grouped into 'good' (0.67), 'moderate' (0.33), and 'weak' (0.19).

Table 6 R-Square

R-square - Overview		
	R-square	R-square adjusted
Y1	0.403	0.388
Z1	0.257	0.245

Source: SmartPLS Data Processing Results

Mediation test is a test used to find out whether the relationship through a mediating variable is significantly capable of acting as a mediator in the relationship or not (Basuki, 2021). If, the t-count value > t-table value (> 1.96), then it can be concluded that there is a significant mediation effect. Mediation tests are also carried out by analyzing the P value, to find out whether mediation has an effect on other variables. If the P value is <0.05, then it can be said that the variable has a positive and significant effect (Hair et al., 2014).



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Table 7 Specific Indirect Effects

Specific indirect effects - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1→Z1→Y1	0.149	0.151	0.070	2.121	0.034
X2→Z1→Y1	0.177	0.187	0.062	2.850	0.004

Source: SmartPLS Data Processing Results

Hypothesis test This is done by looking at the probability and t-statistic values. For the probability value, the P-value with alpha 5% is <0.05. The t-table value for 5% alpha is 1.96, so the criterion for accepting the hypothesis is when the t-statistic > t-table.

Table 8 Effect of Variables

Total effects - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1→Y1	0.165	0.167	0.121	1.368	0.171
X1→Z1	0.263	0.265	0.114	2.307	0.021
X2→Y1	0.290	0.312	0.119	2.437	0.015
X2→Z1	0.312	0.333	0.107	2.927	0.003
Z1→Y1	0.566	0.564	0.077	7.308	0.000

Source: SmartPLS Data Processing Results

1. Hypothesis Test 1: Talent management (X1) has a positive influence on job promotion (Y1). Based on the 'Variable Influence' table above, the t-statistic value is 1.368, which means no > 1.96, and the p-value is 0.171 which is not < 0.05, then hypothesis 1 is rejected. This means that Talent Management has no influence on Job Promotion.
2. Hypothesis Test 2: Training and development (X2) has a positive influence on job promotion (Y1).  
In the 'Variable Influence' table above, with a t-statistic value of 2.437 which means > 1.96, and a p-value of 0.015 which means < 0.05, then hypothesis 2 is accepted. This means that Training and Development has a positive influence on Position Promotion
3. Hypothesis Test 3: Talent management (X1) has an influence on employee performance (Z1)  
In the 'Variable Influence' table above, with a t-statistic value of 2.307 which means > 1.96, and a p-value of 0.021 which means < 0.05, then hypothesis 3 is accepted. This means that Talent Management has a positive influence on employee performance.
4. Hypothesis Test 4: Training and development (X2) has an influence on employee performance (Z1).  
In the 'Variable Influence' table above, with a t-statistic value of 2.927 which means > 1.96, and a p-value of 0.003 which means < 0.05, then hypothesis 4 is accepted. This means that Training and Development has a positive influence on employee performance.
5. Hypothesis Test 5: Talent management (X1) has an influence on job promotion (Y1) which is mediated by employee performance (Z1).  
In the 'Specific Indirect Effects' table above, with a t-statistic value of 2.121 which means > 1.96, and a p-value of 0.034 which means < 0.05, then hypothesis 5 is accepted. This



means that Talent Management has a positive influence on Job Promotion which is mediated by employee performance.

6. Hypothesis Test 6: Training and development (X2) has an influence on job promotion (Y1) which is mediated by employee performance (Z1).

In the 'Specific Indirect Effects' table above, with a t-statistic value of 2.850 which means  $> 1.96$ , and a p-value of 0.004 which means  $< 0.05$ , then hypothesis 6 is accepted. This means that Training and Development has a positive influence on Job Promotion which is mediated by employee performance.

7. Hypothesis Test 7: Employee performance (Z1) has an influence on job promotion (Y1). In the 'Variable Influence' table above, with a t-statistic value of 7.308 which means  $> 1.96$ , and a p-value of 0.000 which means  $< 0.05$ , then hypothesis 7 is accepted. This means that employee performance has a positive influence on position promotion.

## 4. CONCLUSION

Based on the analysis of the research that has been carried out on the influence of talent management and training and development mediated by employee performance at PT PIB, the following conclusions were obtained:

1. Talent Management has no influence on Job Promotion, meaning that no matter how good or bad talent management practices in the company are, it has no direct effect on increasing Job Promotion.
2. Training and Development has a positive influence on Job Promotion. This means that the better the training and development practices for employees, the more impact it will have on increasing opportunities for promotion.
3. Talent Management has a positive influence on Employee Performance, meaning that the better the Talent Management practices, the better the resulting Employee Performance.
4. Training and Development has a positive influence on Employee Performance. The better the implementation of training and development, the better the employee performance will be.
5. Talent Management has a positive influence on Job Promotion which is mediated by Employee Performance. This means that the better the implementation of Talent Management, followed by increased Employee Performance, the impact will be on increasing opportunities for Promotion.
6. Training and Development has a positive influence on Position Promotion which is mediated by Employee Performance. This means that the better the implementation of Training and Development which is followed by increasing Employee Performance, the impact will be on increasing opportunities for Promotion.
7. Employee performance has a positive influence on position promotion, meaning that increasing employee performance will have an impact on increasing opportunities for position promotion.

It is recommended for other researchers to use other independent variables such as the role of superiors, work culture, or examine the effectiveness of training variables using e-Learning and conventional methods on the performance of gen-x and gen-y employees.

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