

**THE INFLUENCE OF COMPETENCY ON EMPLOYEE PERFORMANCE
THROUGH TALENT MANAGEMENT AT PT. BARUGA ASRINUSA
DEVELOPMENT**

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***Abstract:** One of the most fundamental problems in the process of improving employee performance in a company is employee competence which is influenced by talent management. This study aims to determine and justify the influence of competence on employee performance through talent management in PT. Baruga Asrinusa Development. The method in this study uses quantitative methods using the path analysis method (path analysis) to measure the influence of competence on employee performance through talent management. The results of this study show that competence has a positive and significant effect on talent management, competence has a positive and significant effect on employee performance, talent management has a positive and significant effect on employee performance and competence has a positive and significant effect on employee performance through talent management.*



INTRODUCTION

In principle, the progress of an organization or company in the process of improving performance cannot be separated from the concept of employee competence. Employee competence in improving employee performance is largely determined by knowledge, attitudes, skills and other personality factors in this contemporary human resource growth and development discourse, which aims to achieve the goals of an organization or company.

Human resources based on competence will improve the ability and build the character of human resources in a company, this can be understood because if the people who work in the organization have the right competencies in accordance with the demands of their work (*the right man and the right place*), then human resources in an organization or company will have maximum work capacity, both in terms of knowledge, experience, skills and attitudes that will lead and affect the improvement of work performance, this indicates that the better the competence possessed by employees in an organization or company will be the better the growth of employee performance and vice versa the less competence possessed by The organization or company will also affect the decline in employee performance (Sambara et al., 2023; Yusuf et al., 2019). To achieve success, a strong foundation of competence is needed. Thus, competencies become very useful to help organizations improve their performance. Therefore, it is expected that every employee will have competence. (Darmawati, 2021).

Competence is indispensable in every human resource process (Lintang, 2023). The more competencies considered, the more performance improves. Mangkunegara (2019: 27),

suggests that competence is a fundamental factor possessed by someone who has more abilities, which makes it different from someone who has average or ordinary abilities.

Apart from competence, another thing that affects the process of improving performance is talent management. In this era of contemporary disruption, organizations or companies that will survive in this very open business competition are organizations or companies that always evaluate themselves to find the cause of the problem of declining employee performance. One of the causes of declining employee performance is because the implementation of talent management is still inefficient and ineffective. Talent management is something owned by employees who are built and nurtured through training and development programs by an organization for long-term processes that are able to improve their performance so that it can be the driver behind their contribution to the success of the organization (Angliawati & Fatimah, 2020).

According to Riadi (2020), talent management is a series of integrated human resource processes in identifying, managing and developing one's abilities based on their performance with the aim of getting employees who remain in accordance with the work expected by the company (Bandhaso & Paranoan, 2019).

Based on the results of my initial observations at PT. Baruga Asrinusa Development, found that there are two essential problems so that employee performance in the company does not run well, namely: first, efforts to improve employee competence at PT. Baruga Asrinusa Development is always trying to improve the knowledge, skills and personality of employees, but it is not done optimally, so that the competency gap becomes unstable and not well measured, thus hampering the company's steps in determining employee development strategies.

Second, the talent management system implemented at PT. Baruga Asrinusa Development has not fully implemented the principles of Talent Planning, Talent Acquisition, Talent Development and Talent Retention. So that the selection process for employees who will occupy important positions is not transparent and does not get serious attention. This phenomenon has an impact on the company's lack of competitiveness in the future.

From this fact it is clear to organizations that for the sake of their competitiveness, they must strive for these limited resources and for their victory in this competition to find and use the most efficient instrument namely talent management, Budiharjo, (2011: 89). In addition, companies need to implement a performance appraisal and evaluation system to carry out human resource management processes such as recruitment and selection, employee transfer, training and development planning and salary scale determination. (Prabandari, 2022:30-41).

Based on the existing reality, the author is interested in researching the Effect of Employee Competence on Employee Performance through Talent Management at PT. Baruga Asrinusa Development.

LITERATURE REVIEW

Competence

Understanding competence according to Thoha (2018) is one element in maturity related to knowledge or skills that can be obtained from education, training and experience. Competence according to Spence Jr. In Nurfaidah and muhlis (2022), the basic characteristics of a person (individual) that affect the way of thinking and acting make generalizations to all situations faced and survive quite safely in humans. According to Busro (2018: 34) states that competence can be divided into 5 (five) parts, namely: 1) intellectual competence, 2). physical competence, 3). personal competence 4). social competence and 5). Spiritual competence.

Competencies can deepen and expand employability. The more often a person does the same job, the more skilled and faster he or she completes the job. The more types of work

a person does, the richer and wider his work experience becomes, and allows for improved performance (Londong et al., 2023) (Simanjuntak, 2019).

Robbins (2017: 57), stated that competence is an ability or capacity of a person to perform various tasks in a job, where the ability is determined by intellectual and physical factors.

According to Sugiyanto and Santoso (2018) there are several indicators in the concept of competence: 1). Knowledge, 2). Understanding, 3). Skills, 4). Attitude and 5). Interest.

Employee Performance

According to Bernardin and Russell in (Firly, 2019) performance is a record of the results obtained from certain job functions or activities over a period of time (Lintang, 2023). According to Bernardin and Russell in (Firly, 2019) there are six indicators used to measure the value of employee performance or job function, namely: 1). Quality, 2). Quantity, 3). Punctuality, 4). Cost Effectiveness 5). The need for supervision 6). Interpersonal impact.

Talent Management

According to Riadi (2020), talent management is a series of integrated human resource processes in identifying, managing and developing one's abilities based on their performance with the aim of getting employees who remain in accordance with the work expected by the company. The definition of talent management according to Thunnisen (2017) is often described as systematic attraction, identification, development, engagement / retention and dissemination of talent.

Vincent Gaspersz, (2012: 312) *Strategic human capital management* consists of four main principles, namely: 1). Talent Planning, 2). Talent acquisition, 3). Talent development, 4). Talent retention.

METHODOLOGY

This research is quantitative to determine if there is a relationship between competence and employee performance through talent management. The research design is a comprehensive plan of research covering things that the researcher will do starting from making hypotheses and their implications operationally to the final analysis of the data which is then concluded and given suggestions. A research design states the structure of the research problem and the investigation plan that will be used to obtain empirical evidence about the relationships in the problem to be studied. The location of this research was carried out at PT. Baruga Asrinusa Development by the end of 2023.

The population in this study was 196 people, while the method in the sampling process in this study was by using random sampling using the Slovin Formula. In this study, samples were taken as many as 132 people. The types of data used in this study are quantitative and qualitative data. The source of data used in this study is primary data obtained from respondents who fill out questionnaires directly and indirectly (*google form*). Primary data is data obtained directly through research by direct observation or interviews for search of information related to research.

RESULTS AND DISCUSSION

Validity and Reliability Test

Validity Test

The validity test is used to measure the validity or validity of a questionnaire. The validity test is carried out by conducting a bivariate correlation between each indicator score

and the total variable score. According to Sugiyono (2019), the indicators in the questionnaire can be said to be valid if the value of the correlation coefficient of the grain score with the total score r is calculated > 0.3 , on the contrary, it is invalid if the value of the correlation coefficient of the grain score with the total score r is calculated < 0.3 .

Table 1 : Competency Variable Value (x)

Indicator	Item (X)	Corrected Item-		Information
		Total	Criterion	
		<i>Correlation</i>		
Knowledge (X1)	X1.1	0,542	0,3	Valid
	X1.2	0,640	0,3	Valid
	X1.3	0,593	0,3	Valid
Comprehension (X2)	X2.1	0,683	0,3	Valid
	X2.2	0,707	0,3	Valid
	X2.3	0,547	0,3	Valid
Skills (X3)	X3.1	0,505	0,3	Valid
	X3.2	0,675	0,3	Valid
	X3.3	0,686	0,3	Valid
Attitude (X4)	X4.1	0,312	0,3	Valid
	X4.2	0,734	0,3	Valid
	X4.3	0,631	0,3	Valid
Interests (X5)	X5.1	0,645	0,3	Valid
	X5.2	0,636	0,3	Valid
	X5.3	0,717	0,3	Valid

Source: Self Processed Data, 2023

Based on the table above, the value of the correlation coefficient of the grain score with the total r score is calculated > 0.3 , so that all of the competency variable items are said to be valid and the total score value of the total correlation score of the competency variable is greater than 0.3 then it is said to be valid.

Table 2 : Employee Performance Variable Value (Y)

Indicator	Item (Y)	Corrected Item-		Information
		Total	criterion	
		<i>Correlation</i>		
Quality(Y1)	Y1.1	0,599	0,3	Valid
	Y1.2	0,617	0,3	Valid
	Y1.3	0,745	0,3	Valid
Quantity (Y2)	Y2.1	0,727	0,3	Valid
	Y2.2	0,701	0,3	Valid
	Y2.3	0,770	0,3	Valid
Punctuality (Y3)	Y3.1	0,771	0,3	Valid
	Y3.2	0,702	0,3	Valid
	Y3.3	0,516	0,3	Valid
Biay Effectiveness (Y4)	Y4.1	0,737	0,3	Valid
	Y4.2	0,539	0,3	Valid
	Y4.3	0,702	0,3	Valid
The Need for Supervision (Y5)	Y5.1	0,609	0,3	Valid
	Y5.2	0,668	0,3	Valid
	Y5.3	0,576	0,3	Valid
	Y6.1	0,755	0,3	Valid

Interpersonal	Y6.2	0,702	0,3	Valid
Impact (Y6)	Y6.3	0,491	0,3	Valid

Source: Self processed data, 2023

Based on the table above, the value of the correlation coefficient of the grain score with the total r score is calculated > 0.3 , so that all of the items of the Employee Performance variable are said to be valid and the total score value of the total correlation score of the Employee performance variable is greater than 0.3 then it is said to be valid.

Table 3 : Values of Talent Management Variables (Z)

Indicator	Item (Z)	Corrected Item-		
		Total Correlation	R Table	Information
Talent Planning (Z1)	Z1.1	0,699	0,3	Valid
	Z1.2	0,563	0,3	Valid
	Z1.3	0,710	0,3	Valid
Talent Acquisition (Z2)	Z2.1	0,768	0,3	Valid
	Z2.2	0,675	0,3	Valid
	Z2.3	0,629	0,3	Valid
Talent Development (Z3)	Z3.1	0,725	0,3	Valid
	Z3.2	0,747	0,3	Valid
	Z3.3	0,659	0,3	Valid
Retensi Bakat (Z4)	Z4.1	0,636	0,3	Valid
	Z4.2	0,810	0,3	Valid
	Z4.3	0,493	0,3	Valid

Source: Data processed, 2023

Based on the table above, the value of the grain score correlation coefficient with the total r score is calculated > 0.3 , so that all of the Talent Management variable items are said to be valid and the total score value of the total correlation score of the Talent Management variable is greater than 0.3 then it is said to be valid.

Reliability Test

The reliability test aims to measure a questionnaire that includes indicators of variables. In the reliability test, this study uses Alpha Cronbach analysis where when a variable shows an Alpha Cronbach value of >0.6 , the variable is declared reliable and when the Alpha Cronbach value is <0.6 , the variable is declared unreliable (Karim et al ., 2020).

Table 4 : Reliability Test

Variable	Cronbach's Alpha	Criterion	Information
Competency (x)	0,915	0,6	Reliable
Employee Performance (Y)	0,940	0,6	Reliable
Talent Management (Z)	0,920	0,6	Reliable

Source: Data processed, 2023

The results of the reliability test using the cronbach alpha value, obtained the value of the test results have met the test criteria of more than 0.6 even all variables of the cronbach alpha value > 0.9 , so it can be said that the variables competence, employee performance and talent management have met the reliability.

Data Analysis Methods

Path Analysis

According to Ruspendi (2019), path analysis can be used to test the relationship between each variable.

a. Regression Test

Regression tests are performed to test the direct influence between independent variables on dependent variables. In this test, the results must be significant with the test criterion of the significance value must be < 0.05 . The regression process in research uses two regression equation formulas as follows:

1. First Equation (path coefficient of the first model):

$$X = a + b_1 e_1$$

$$X = 12.015 + 0.603x + e_1$$

The value of the constant in the first equation is 12,015, the value shows the positive influence of the independent variable, namely competence (X). Furthermore, 0.603 is the value of the regression coefficient of the competency variable (X) against the Talent Management Variable (Z), which means that if the competency variable (X) increases by one unit, talent management will increase by 0.603 or 60.3%.

Referring to the regression output of the first model in the coefficient table section, it can be seen that the significance value of the Competency variable (X) is $0.001 < 0.05$. These results conclude that the regression of the first model, namely the Competency variable (X), has a significant effect on the talent management variable (Z).

The amount of R Square value contained in the summary model is 0.519, this shows that the contribution of the influence of the Competency variable (X) on talent management (Y) is 51.9% while the remaining 48.1% is the contribution of other variables that are not included in this study, while the value of $e_1 = \sqrt{1-0.519} = 0.231$.

2. Second equation:

$$Y = a + b_1 X + b_2 Z + e_2$$

$$Y = 1.527 + 0.819X + 0.439Z + e_2$$

The constant value in the second equation, which is 1,527, shows the positive influence of the independent variables, namely Competence (X) and Talent Management (Y). 0.819 is the value of the regression coefficient of the Competency variable to the employee performance variable (Y), which means that if the competency variable (X) increases, employee performance will increase by 0.819 or 81.9%. And 0.439 is the value of the regression coefficient of the talent management variable (Z) to employee performance (Y), which means that if the talent management variable increases, employee performance will increase by 0.439 or 43.9%.

Referring to the regression output of the first model in the coefficient table section, it can be seen that the significance value of the Competency variable (X) is 0.001 and the Talent Management variable (Z) is $0.001 < 0.05$. This concludes that the regression of the second model, namely the competency variable (X) and the talent management variable (Z), has a positive and significant effect on the employee performance variable (Y). The amount of square value contained in the summary table is 0.842, this shows that the contribution of competency variables (X) and talent management (Z) to employee performance (Y) is 84.2% while 15.8% is the contribution of other variables that are not studied. Meanwhile, the value of e_2 is obtained through $e_2 = \sqrt{1-0.842}$, and the result is 0.024.

The results of the first and second equation regression tests can be seen in the figure below:

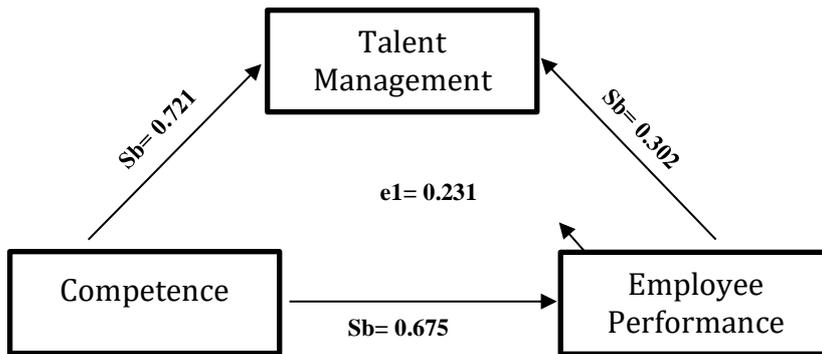


Figure 1 : Regression Test

From the results mentioned above, it can be analyzed and justified the relationship between variables as follows:

1. Direct Influence

The direct influence analysis can be seen in the table below:

Table 5: Regression Tests

Variable	Significance	criterion	information
X->Z	0.001	0,05	Significant
X -> Y	0.001	0,05	Significant
Z -> Y	0.001	0,05	Significant

Source: Data processed, 2023.

Based on table 5 above, it can be seen that the competency variable (X) as an independent variable has a positive and very significant effect on the dependent variable, namely talent management (Z), because the significance value < 0.05, so that the first hypothesis can be accepted. Furthermore, the Competency variable (X) as an independent variable has a very significant positive effect on employee performance (Y) as a dependent variable, because the significance number is < 0.05 so that the second hypothesis can be accepted. And the Talent Management variable (Z) as an independent variable also has a positive and very significant effect on the Employee Performance Variable (Y) as a dependent variable, because the significance value is < 0.05, so that the Third Hypothesis can be accepted.

2. Indirect Influence

Analysis of the indirect influence of the competency variable (X) on employee performance (Y) through the Talent Management variable, namely the direct influence given by the competency variable (X) on the employee performance variable (Y) of 0.675. While the indirect influence between the Competency variable (X) on employee performance (Y) through talent management is obtained through the multiplication between the beta value of compatibility (X) on talent management (Z) and the beta value of talent management (Z) on Employee Performance (Y), namely: $0.721 \times 0.302 = 0.217$. So the total influence given by competence (X) on employee performance (Y) direct influence coupled with indirect influence is: $0.675 + 0.217 = 0.892$. Based on the results of these calculations, it is known that the value of direct influence is greater at 0.675 than indirect influence, which is 0.217, which means that the variable variable talent management has a partial effect in connecting Competency variables on employee performance.

b. Sobel Test

According to Abu-Bader and Jones (2021), the sobel test is an analytical tool used to test the indirect relationship between the independent variable and the dependent variable mediated by the intervening variable. Here are the results of the sobel test:

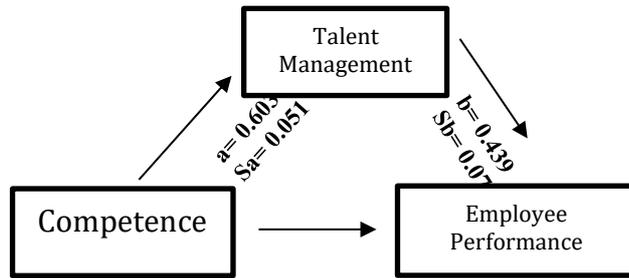


Figure 2 : Sobel Test

$$Sab = \sqrt{b^2 \cdot Sa^2 + a^2 \cdot Sb^2 + Sa^2 \cdot Sb^2}$$

$$Sab = \sqrt{(0,439^2 \cdot 0,051^2) + (0,603^2 \cdot 0,073^2) + (0,051^2 \cdot 0,073^2)}$$

$$Sab = \sqrt{(0,193) \cdot (0,0027) + (0,364) \cdot (0,00054) + (0,0027) \cdot (0,00521)}$$

$$Sab = \sqrt{0,00053 + 0,00197 + 0,000015}$$

$$Sab = \sqrt{0,0026}$$

$$Sab = 0,051$$

$$T = \frac{ab}{Sab} = \frac{0,265}{0,051} = 5,197$$

Because the calculated t value of the sobel test is 5.197 greater than the table t which is 1.657 with a significance level of 0.05, it can be concluded that Talent Management has a positive and significant effect in linking the influence of competence on Employee Performance. Based on the calculation results using an online calculator, a calculation result of 5,360 was obtained, not much different from the results of manual calculations of 5,197.

Based on the results of the sobel test above, it can be seen that the intervening variable, namely talent management (Z), has a significant effect in the process of connecting or mediating between the Competency variable (X) as an independent variable to the Employee Performance Variable (Y) as the dependent variable. Based on this, the competency hypothesis has a significant effect on employee performance through talent management can be accepted.

2. Hypotesis Test

a. Coefficient of Determination Test

According to Ghozali (2016) the coefficient of determination test is used to determine the amount of contribution of the independent variable studied to the dependent variable and when the value approaches 1 means the independent variable provides all the information needed to predict the dependent variable, and when the value is smaller or farther from 1 means the ability of several independent variables to explain the dependent variable is limited, using the following formula:

$$Pe_1 = \sqrt{1 - R^2_1}$$

$$Pe_2 = \sqrt{1 - R^2_2}$$

$$R^2_{Total} = 1 - (e_1 \cdot e_2)$$

Table 6. Determinant Coefficient R²

Equality	R-Square	Error Value Limit
P1	0,519	1
P2	0,842	1

Source: Processed Data, 2023

Based on the formula above, the value of the coefficient of determination is obtained as follows:

$$\begin{aligned} &\text{First equation:} \\ &Pe_1 = \sqrt{1 - R^2_1} \\ &pe_1 = \sqrt{1 - 0,519} \\ &Pe_1 = \sqrt{0,481} \\ &Pe_1 = 0,231. \\ &Pe_1 = \sqrt{0,481} \\ &Pe_1 = 0,231. \\ &\text{Second equation:} \\ &Pe_2 = \sqrt{1 - R^2_1} \\ &Pe_2 = \sqrt{1 - 0842} \\ &Pe_2 = \sqrt{0,158} \\ &Pe_2 = 0,024 \end{aligned}$$

$$\begin{aligned} R^2_{Total} &= 1 - (e_1 \cdot e_2) \\ &= 1 - (0,231 \cdot 0,024) - \\ &= 1 - 0,005544 - \\ &= 0,99 \end{aligned}$$

Based on the results of the coefficient of determination test above, an error value of 0.994 was obtained. So it can be concluded that all independent variables contribute positively and significantly because the value of 0.994 is very close to the number 1, which means that the independent variable provides all the information needed to predict the dependent variable.

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

1. Based on the results of the analysis and justification on the results of research and discussion, it can be concluded that competence as an independent variable has a positive and significant effect on employee performance as a dependent variable at PT. Baruga Asrinusa Development.
2. Based on the results of the analysis and justification on the results of research and discussion, it can be concluded that competence as an independent variable has a positive and significant effect on talent management as a dependent variable at PT. Baruga Asrinusa Development.
3. Based on the results of the analysis and justification on the results of research and discussion, it can be concluded that talent management as an independent variable has a positive and significant effect on employee performance as a dependent variable at PT. Baruga Asrinusa Development.
4. Based on the results of the analysis and justification on the results of research and discussion, it can be concluded that competence as an independent variable has a positive and significant effect on employee performance as a dependent variable at PT. Baruga Asrinusa Development, through talent management.

B. Recommendation

1. Based on the results of research and the discussion in this study about competency variables, the indicator that has the smallest contribution is the fifth indicator, namely interest. So it is recommended that the company can provide motivation and enthusiasm to each employee to develop their competence so that employees who are in the lower structure in the company are interested in having a higher position. In addition, the

company also needs to pay attention to the tendencies of each employee, so that the company can easily identify what competencies must be developed from each employee.

2. Based on the results of research and discussion in this study about employee performance variables, the indicator that has the smallest contribution is the sixth indicator, namely interpersonal impact. So it is recommended to the company in order to increase cooperation between employees, besides that company leaders must also improve and improve communication between employees in carrying out their work in order to create a harmonious relationship. That way interpersonal relationships between employees will increase and increased interpersonal relationships will improve employee performance.
3. Based on the results of research and discussion in this study about talent management variables, the indicator that has the smallest contribution is the third indicator, namely talent development. So it is recommended to the company to explore again managerial competence and accurate technical competence in company employees. Furthermore, so that the company can compile employee development plans, implementation of skill, leadership and other competency development programs that are appropriately adjusted with the *Leraning and development program*.

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