

Research.

The Effect of Self-Efficacy, Talent Management and Continuous Improvement on Employee Performance

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Abstract. *This study aims to examine and analyze the effects of self-efficacy, talent management, and continuous improvement on employee performance at PT. Indonesian daelim. This study uses a quantitative population data method in this study data were collected through a questionnaire method there were 110 respondents. Data collection includes observation and distributing questionnaires where the results will be used SPSS 24 through validity testing, reliability testing, classical assumption testing and hypothesis testing. The results showed that self-efficacy partially positive and significant effect on employee performance, the results showed partially Talent Management did not significantly affect employee performance and continuous improvement partially positive and significant effect on employee performance. In the path analysis of the test results simultaneously with the F test on the substructure equation 1 Talent management, the variable Self-efficacy and continuous improvement has a significant effect on employee performance with a coefficient of determination (R²) 52.1%. This means that all variables (Self-Efficacy, Talent Management, and Continuous Improvement of Employee Performance) explain the remaining 47.9% are from other factors.*

Keywords : *Self - efficacy , Talent Management , Continuous Improvement , Employee Performance*

INTRODUCTION

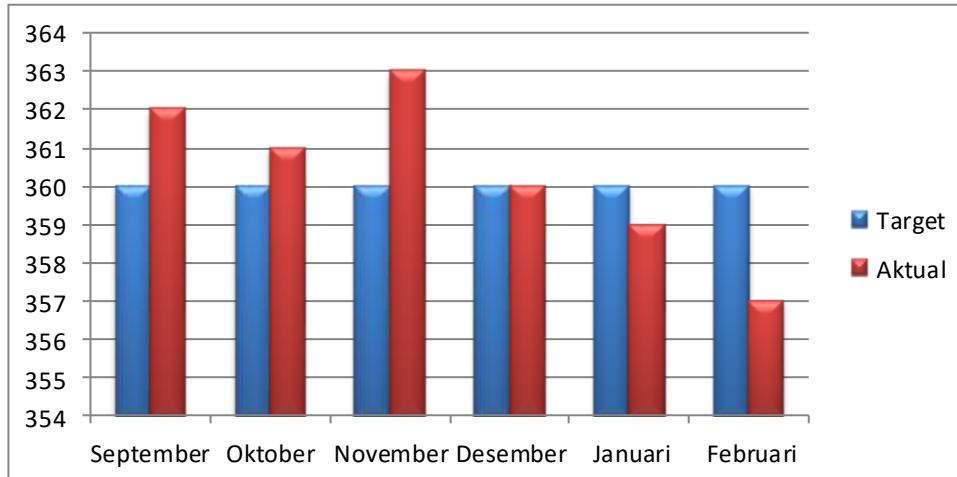
In running a business the company requires various kinds of resources, such as capital, and materials. Companies also need human resources, namely employees. Human resources are one of the most important factors in an organization or company, in addition to other factors such as assets and capital. Therefore, human resources must be managed properly to increase the effectiveness and efficiency of the organization.

Employees are the most important resource in the company because they have reason, talent, energy, desire, knowledge, and creativity that are needed by the company to achieve the company's vision and mission. Along with the development of advanced science and technology and the emergence of new innovations in the field of production techniques, it has encouraged companies to improve the knowledge and skills of their human resources, in order to produce high quality products. To improve employee performance in order to be of high quality and work well, one of the most important factors is to run the company's employee work system. Where the work environment is the material and psychological conditions that exist in the organization. Therefore the company must provide an adequate work environment such as the physical environment (comfortable layout, clean environment, good air exchange, color, adequate lighting and melodious music), as well as non-physical environment (employee work atmosphere,

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employee welfare). , relations between fellow employees, relations between employees and leaders, and places of worship).

Table 1 Production Data for Packing Section in Working Years From September 2021 – February 2022 at PT Daelm Indonesia



From the data above, it can be seen the actual achievement of the daily target. The average target for each month as a whole is almost achieved. The highest achievement was in November, by getting 363 pallets which had exceeded the actual target of only 360 pallets/month. However, from January to February the target achievement decreased until the average daily target was not achieved. The lowest achievement occurred in February with only 357 pallets. Decrease in productivity or not achieving targets, is one of the problems. Failure to achieve the target, one of the contributing factors is a lack of self-efficacy so that it reduces self-motivation and self-confidence to achieve company targets, causing a decrease in performance at work. In addition, self-efficacy and compensation provided by the company also affect employee performance in carrying out their work.

There are many reason that cause of minus of the employee in PT daelim Indonesia. The first is about the self-efficacy. Self-efficacy greatly determines how much confidence in the ability of each individual to carry out the learning process and work so that it can achieve optimal learning and work results. Individuals who have high self-efficacy will well organize themselves to work and produce good work results as well. if a person's confidence is good, then his performance will be good too, if a person's lack of confidence, then his performance will also decrease. According to (Indrajaya et al., 2016), self-efficacy influences the workers performance, and also (Nilawati, 2020) said in her journal, that self-efficacy influences the employee performance

The next reason is talent management, Availability of a clear career pattern. Employee career development opportunities. Increase employee value through potential and competency development. Talent Management's goal is to ensure the right talent. Talents are highly competent, informed, and able to make important decisions in a flexible but controlled organization (Kearns: 2016). The right talent is in accordance with the company's business strategy. According to (Prameswara Nur Kartikasari, 2018) and (Rotich, 2020), talent management influences work performance.

According to the researcher, the next variable that influence the performance is continuous improvement. Continuous Improvement(CI) is a concept on how to achieve optimal quality standards through several systematic and continuous improvement steps. The concept of continuous improvement is applied to both the product process and the people who implement it. Continuous improvement is the main factor that enables the company to maintain its existence in order to survive in today's rapidly growing business world. What is the purpose of continuous improvement management? The goal is to increase the value for the organization both tangible and intangible.

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LITERATURE REVIEW

Human Resource Management is the science to manage the relationship and the role of the workforce efficiently and effectively to achieve the company's main goals. Here are some definitions of Human Resource Management as follows:

According to Handoko (2012:4) the notion of human resource management is the selection, recruitment, development, maintenance, and use of human resources in order to achieve individual and organizational goals. According to Henry Simamora (2014) the definition of human resource management is the utilization, development, assessment, remuneration, as well as the management of individual members of the worker group.

According to (Kimberly et al., 2019), Self-efficacy is an individual's belief about his chance to succeed in completing his responsibilities. Several previous researchers, (Luszczynska, Scholz, and Schwarzer, 2005; Capri & Celikkale, 2008) define self-efficacy as belief in one's competence to handle a number of stress or challenging demands. Individuals with low self-efficacy have low expectations that they can successfully perform tasks even when they try hard. (Kimberly et al., 2019) also said, that indicators of self efficacy are the goal is the orientation, have good control, amount of work done and personal ability in problem solving

Ratnawati & Subudi (2018) defines talent as key employees who have sharp strategic thinking, leadership abilities, communication skills, the ability to attract and inspire people, have entrepreneurial instincts and functional skills and the ability to create results. Meanwhile, management is an organizational effort in measuring employees through the POACH (Planning, Organizing, Actuating, Controlling) process, namely planning, organizing, managing, and supervising in an effective and efficient manner. Indicator of talent management are, recruitment, reward, strategy of career and dan planing of the work.

Zolo and Winter (2002, 340) define continuous improvement as 'a learned and stable pattern of collective activity through' that is systematically generated and modified by an organization's operating routines in pursuit of increased effectiveness. Although CI is widely practiced, organizations have had difficulty maintaining the momentum of their activities (Mauri, Garetti, and Gandelli 2010). Indicators of continuous improvement are planing, doing, check and action

Continuous improvement is a management philosophy adopted by companies to continuously improve one or more operational processes to improve customer satisfaction. Bessant and Cayn note that continuous improvement involves company-wide processes that are more conducive and sustainable than radical innovations such as technology.

RESEARCH METHODS

The type of research used in this study is a type of quantitative research. According to Sugiyono (in Ferawati, 2017) quantitative research is a method of testing hypotheses that have been determined and then examined on certain samples or populations using sampling techniques, data collection using research instruments, and the analysis has quantitative or statistical properties. The purpose of quantitative in this study is to determine the effect between the variables studied based on statistical testing. In analysis data, researcher take the data from questionnaire that divided to the workers in Dealim Factory that taken five answers from them to know their answer about the performance, self-efficacy, talent management and continuous improvement.

According to (Sugiyono, 2018) part of the population that has certain numbers and characteristics that function to be used as research data is called a sample. The use of samples is usually caused by limited funds , time, or energy possessed by a researcher.

To determine the number of samples to be used in the study, the Slovin formula is used as follows:

$$n = \frac{N}{(1 + Ne^2)}$$

Information:

n = Number of samples

N = Total population

e = 5% error rate

n = 150

(1 + 200(5%)²)

n = 109 rounded up to 110

Based on calculations performed using the Slovin formula, it can be concluded that of the existing 150 populations, the total sample is 110 people .

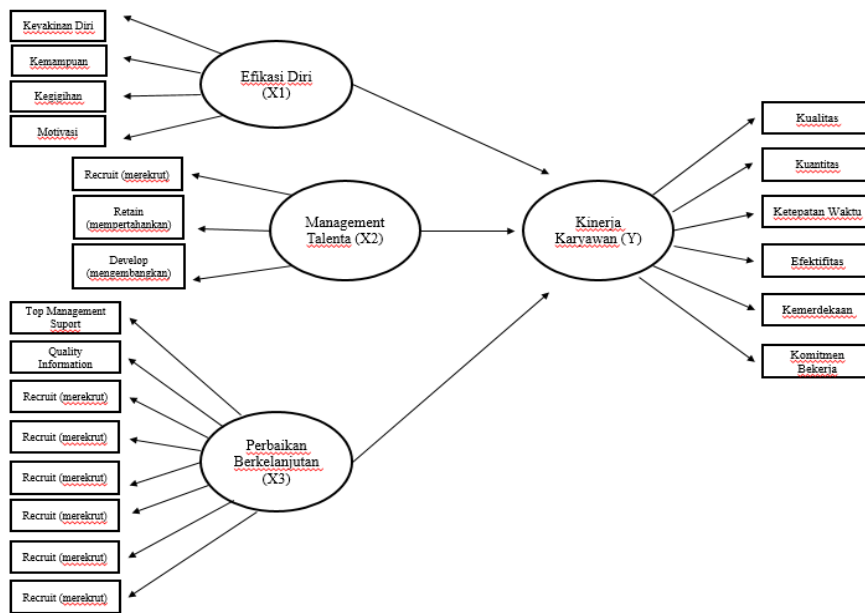


Figure 2. Research Design

RESULTS AND DISCUSSION

Table 2, t test results

Variable	t count	t table	Sig.	Information
Self Efficacy	4.338	1981	0.000	H1 received
Talent Management	-1.412	1981	0.061	H2 not accepted
Continuous Improvement	6.024	1981	0.000	H3 received

Source: Results processed data questionnaire, 2022

Based on the table 2 shows the analysis of each hypothesis, as follows:

1. Influence Self Efficacy (X1) To Performance Employee (Y)

The results of hypothesis testing on the provision of incentives to performance employees obtained the value of Sig = 0.000 and t count = 4.338 while t table = 1.981. Because the value of Sig < 0.05 and t count > t table then H1 received, that means there is influence which significant Among variable Self Efficacy (X 1) to variable Performance (Y).

2. The Influence of Talent Management (X2) on Employee Performance (Y)

The results of testing the organizational culture hypothesis on employee performance obtained the value of Sig = 0.061 and t = -1.412 while t table = 1.981. Because the value of Sig <0.05 and tcount > ttable then H2 is not accepted, it means that there is no significant or zero effect between the Talent Management variable (X2) on the Performance variable (Y) .

2. The Effect of Continuous Improvement (X3) on Employee Performance (Y)

The results of testing the work environment hypothesis on employee performance obtained the value of Sig = 0.000 and t = 6.024 while t table = 1.981. Because the value of Sig <0.05 and tcount > ttable then H3 is accepted, it means that there is a significant effect between the Continuous Improvement variable (X3) on the Performance variable (Y).

2. Effect of Self-Efficacy (X1), Talent Management (X2), Simultaneous Continuous Improvement (X3) on Employee Performance (Y)

Hypothesis testing of two variables has an effect simultaneously but the Talent Management variable is less influential jointly between the independent variables on the dependent variable can be seen in the ANOVA table below:

Table 3, Simultaneous R Test Results

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.731 ^a	.534	.521	2,146

a. Predictors: (Constant), Continuous, Efficacy, Talent

Source: Results processed data questionnaire, 2022

Based on the table 3, it can be seen that the value of R or the correlation coefficient is 0.731 which indicates the strength of the relationship between the high correlation coefficient and the value of R Square or the coefficient of determination is 0.534, if the percentage is 52.1%. So it can be concluded that the variables of Self-Efficacy, Continuous Improvement have a simultaneous or joint effect on the Performance variable of 52.1%. And Talent Management is less influential then the variable is only 47.9% .

CONCLUSSION AND RECOMENDATION

The results of hypothesis testing on the provision of incentives to employee performance obtained the value of Sig = 0.000 and t = 4.338 while t table = 1.981.

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Because the value of $\text{Sig} < 0.05$ and $t_{\text{count}} > t_{\text{table}}$ then H1 is accepted, it means that there is a significant influence between the Self-Efficacy variable (X1) on the Performance variable (Y). So it can be concluded that the research hypothesis H1 which reads "Giving Self-Efficacy will have an effect on KI The results are in accordance with the results of previous research conducted by Destiana (2015) entitled "The Effect of Incentive Giving, Work Motivation and Organizational Culture on Employee Performance (Case Study on PT. Bank Rakyat Indonesia (BRI) Pandanaran Semarang Branch)" and published in the Undip S1 Business Administration Journal Vol. 4 No. 2 in 2015. The results of the study conclude that there is a simultaneous and partial effect, and there is a positive influence between the provision of incentives, work motivation and organizational culture on employee performance.

These results are also in accordance with previous research conducted by Alriani (2017) which has the title "The Influence of Leadership Style and Providing Incentives on Employee Performance at PT. Djas Success Support" and published in the Journal of Equilibiria Vol. 4 No. 2 in 2017. The results of the study concluded that there was a positive and significant effect between the provision of incentives and employee performance.

Influence Talent Management Against Performance Employee

The results of testing the organizational culture hypothesis on employee performance obtained the value of $\text{Sig} = 0.061$ and $t = -1.412$ while $t_{\text{table}} = 1.981$. Because the value of $\text{Sig} < 0.05$ and $t_{\text{count}} > t_{\text{table}}$ then H2 is not accepted, it means that there is no significant effect between the Talent Management variable (X2) on the Performance variable (Y). So it can be concluded that the research hypothesis H2 which reads "Manjemet's Talet has no effect on employee performance" has been proven.

The results showed that partially talent management had no significant effect on job satisfaction and performance. Knowledge management support has a direct positive effect on job satisfaction and on performance. In the path analysis of the test results simultaneously with the F test on the substructure equation 1 Talent management and Knowledge Management have a significant effect on job satisfaction with a coefficient of determination (R^2) 80,70 % . In substructure equation 2, talent management and knowledge management and job satisfaction on performance are also significant with R^2 88,80 % . This means that all variables (talent management and knowledge management, and job satisfaction) explain the remaining 11.20 % are from other factors.

The Effect of Continuous Improvement on Employee Performance

The results of testing the work environment hypothesis on employee performance obtained the value of $\text{Sig} = 0.000$ and $t = 6.024$ while $t_{\text{table}} = 1.981$. Because the value of $\text{Sig} < 0.05$ and $t_{\text{count}} > t_{\text{table}}$ then H3 is accepted, it means that there is a significant influence between the Continuous Improvement variable (X3) on the Performance variable (Y). So it can be concluded that the research hypothesis H3 which reads "Continous Improvement will affect employee performance" has been proven.

These results are in accordance with the results of previous research conducted by Djuwanto (2017) entitled "The Influence of Incentives, Competencies, and Work Environments on the Performance of Employees of the Sukoharjo Regency Public Works Service" and published in the Journal.

Accounting and Taxes Vol. 18 No. 1 in July 2017. The results of the study conclude that the work environment has a significant positive effect on employee performance, incentives have a significant effect on employee performance, incentives and the work environment together have a significant positive effect on employee performance.

In addition, the test results are also in accordance with previous research conducted by Awan (2015) entitled "Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan" and published in the European Journal of Business and Management Vol. 7 No. 1 in 2015. The results of the study concluded that the working environment is helpful in increasing employees' level of productivity.

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Influence self efficacy, Talent Management, and Continuous Improvement By Simultaneous Against Performance Employee

Based on the results of multiple linear regression analysis between the variables of Self-Efficacy, Talent Management, and Continuous Improvement of the Performance variables that have been carried out, the regression equation is obtained as follows:

$$Y = 9,150 + 0.303 X_1 + -0.062 X_2 + 0.407 X_3 + e$$

The interpretation of the regression equation model is that for every change in the value of X1 (Self-Efficacy) by one point, the Y variable (Employee Performance) will increase by 0.303 points assuming the other independent variables have a fixed value, if the X2 (Talent Management) score does not increase then the variable Y (Employee Performance) will increase more than 1.658 and only obtained by -0.062 points assuming the other independent variables are not constant or zero, and if the X3 (Continuous Improvement) score increases by one point then the Y variable (Employee Performance) will increase by 0.407 assuming the other independent variables are fixed. Meanwhile, the negative constant value means that if the score for the variable Self-Efficacy and Continuous Improvement is considered non-existent or equal to zero, then the Employee Performance score will decrease. So it can be concluded that the higher and appropriate the value of the Self-Efficacy given to employees, and followed by the continuous improvement that runs within the company, and if supported by more conducive Talent Management, it can improve employee performance.

The F test test was carried out with the help of the SPSS program, from the F test the value of Sig = 0.000 and Fcount = 40,458, while based on statistical calculations for the Ftable value = 2,69 . Because the value of Sig < 0.05 and Fcount > Ftable, it means that there is an effect of the variables of Self Efficacy (X1), Talent Management (X2), and Continuous Improvement (X3) simultaneously or together on the Performance variable (Y). So it can be concluded that the research hypothesis H4 which reads "Giving incentives, organizational culture, and work environment will affect employee performance" has been proven.

Based on the results of the analysis of the coefficient of determination simultaneously between the variables of Self-Efficacy, Talent Management, and Continuous Improvement on the Performance variable, the result is 0.521. It means that incentives, organizational culture, and work environment have a simultaneous influence on employee performance by 52.1%, while the remaining 47.9% is influenced by other factors not examined in this study.

Conclusion

1. The variable of self-efficacy has a positive and significant effect on the performance of employees of PT. Daelim Indonesia. This shows that Self-Efficacy on Employee Performance is needed to improve the ability of self-confidence in performing performance.
2. Talent Management variable has no positive and significant effect on Employee Performance of PT. Daelim Indonesia. This shows that Talent Management on Employee Performance does not have a big influence on certain variables needed to improve the ability to feel confident in performing performance.
3. Continuous Improvement Variable has a positive and significant effect on Employee Performance of PT. Daelim Indonesia. This shows that Continuous Improvement of Employee Performance is needed to improve the ability of self-product quality to perform.

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