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THE EFFECT TALENT MANAGEMENT, TEAMWORK WITH MEDIATION PERFORMANCE AGAINST EMPLOYEE JOB SATISFACTION

By

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Abstract:

This study aims to determine the effect of talent management and teamwork by mediating job satisfaction on employee performance in the Rectorate of Universitas Negeri Padang. This research is explanatory with quantitative methods. The sampling technique used in this study was purposive sampling for employees at the Rectorate Universitas Negeri Padang with a sample of 116 respondents. This research uses Partial Least Square with SmartPLS 3.0 program. The results showed that talent management and significantly affects positively on employee performance, then teamwork and Significant influences positively on employee performance, talent management and significant positive influences on job satisfaction, then teamwork and significant positive influences on job satisfaction, and job satisfaction positively and significantly affect on employee performance, then talent management and teamwork also affect performance with employee job satisfaction, as a mediating variable. The implication of this study is to improve talent management and teamwork to improve employee performance by mediating job satisfaction on employee performance in the Rectorate of Universitas Negeri Padang.

Jel Classification:

M1;M54; J5;M11

Keywords: Talent Management, Job Performance, Teamwork, Employee Satisfaction

INTRODUCTION

The college became a major pillar in the delivery of human resources (HR) quality through increased scientific, technological, and behavioral changes. The University of Negeri Padang is a public university in the city of Padang and strive to become one of the leading universities that are recognized nationally and internationally. According to Harmen,(2018) universities are required to have reliable and quality human resources in carrying out higher education operations, therefore the ability to analyze and anticipate environmental changes is required by responding quickly, accurately, effectively, and efficiently in the development of science and technology. in the current era of globalization. For this reason, accuracy is required in the process of recruiting, managing, and maintaining educational staff at Universitas of Negeri Padang who have the talents and skills to be able to carry out higher education operations properly, this is known as talent management.

This research is different from the research conducted by (Gap Analysis) Tusang (2015) which is about Talent Management Practices as a Strategy to Influence Employee Engagement and Influence Organizational Performance. While this research focuses on the variables of Job Performance, Teamwork, Employee Satisfaction. Iles et al (2010) emphasized that to support the success of an organization, talent management is very important to be properly managed to be able to provide a competitive advantage through the identification, development, and transfer of talented employees. According to Uzma, talent is defined as a qualified or skilled worker with specialization skills, professional experience, and can provide benefits to society through creative work contributions. The process of recruiting employees who have talent, developing talents owned by employees, and retaining talented employees are assets for Padang State University to be able to work together

and have the same vision and mission to advance UNP. This is related to the opinion of Bethke-Langenegger, et al (2011) that investment in the form of talent management can produce quality workers and produce work with high-quality performance, so it is known that there is a significant relationship between talent management and employee performance.

Human resources at Universitas of Negeri Padang are a strategic factor in all organizational activities which function as determinants of the direction of policies and performance UNP in achieving goals. Performance is the ability of individuals to realize their work goals, meet job expectations, and achieve work standards set by their organizations (Campbell et al., 2011). Also, the application of teamwork is needed to improve work efficiency at Padang State University. Job satisfaction is also one of the factors that can affect performance. According to Gibson (2000) clearly describes the reciprocal relationship between job satisfaction and performance. On the one hand, it is said that job satisfaction causes an increase in performance so that satisfied workers will be more productive. On the other hand, job satisfaction can also occur due to performance or work presentation so that more productive workers will get satisfaction. Job satisfaction is a set of employees' feelings about whether or not their job is fun. Job satisfaction also shows the conformity between someone's expectations that arise and the rewards provided by the job. This is in line with the opinion of Robbins (2015) which states that job satisfaction is a general attitude towards one's job. which shows the difference between the number of awards received by workers and the amount they believe they should receive.

This study aims to determine the effect of talent management and teamwork by mediating job satisfaction on employee performance in the Rectorate of Universitas Negeri Padang.

METHODS

Population and Sample

The population in this study is civil servants (PNS) working at the rectorate University of Negeri Padang. The number of samples set out in this study was 116 respondents. The sampling technique used in this research is purposive sampling. The definition of purposive sampling according to Sekaran (2011) is a technique used to take samples with special consideration they deserve for the research sample.

Data collection technique

The data collection techniques used in this study is documentation and questionnaires.

- a. Documentation, which collects data through files or reports related to the problems examined so that it can be used in research (have now, 2011). Data collection through the documentation in this study was obtained from reports issued by the relevant parties and can be used as the data in the study.
- b. The questionnaire, questionnaires are structured techniques used to collect data that consists of a series of questions, written or oral, to respond to the answer (Malhotra, 2009).

Analysis Method

Based on the hypothesis, a tool used for data analysis in this research is to use software SmartPLS 3.0 starting from the measurement model (outer model), structural model (inner model), and

hypothesis testing. Meanwhile, to test the mediating effect used methods of variance accounted for (VAF) and bootstrapping in the distribution of indirect influence because they were considered more appropriate because it does not require any assumptions about the distribution of variables. To calculate the VAF can use the formula (Hair et al., 2010) as follows:

$$\text{VAF} = \frac{\text{Direct Influence}}{\text{Direct Influence} + \text{indirect Influence}}$$

If the value of VAF above 80% then it shows the role of M as a full pemediasi (full mediation). M categorized as partial pemediasi if VAF values ranged from 20% to 80%, but if VAF is less than 20% can be concluded that almost no mediating effect.

Variable Operations

The variables used in this study are as follows:

1. Dependent Variables:
 - a. *Employee performance*(Y)
2. Independent variables
 - a. Talent management (X1)
 - b. teamwork (X2)
3. variable Mediation
 - a. Job satisfaction (M)

RESULTS AND DISCUSSION

Characteristics of respondents

The characteristics of the respondents in this study were gender, age, education, monthly income, and marital status.

Table 1. Characteristics of Respondents

Characteristics	Frequency	Percentage
Gender		
Male	67	57.76
Woman	49	42.24
Age		
25 to 35 years	34	29.31
36 to 45 years	31	26.72
36 to 55 years	33	28.45
Over 55 years	18	15.52
The work of the field		
Officialdom	8	6.90
Finance	25	21.55
Equipment	48	41.38
Academic	17	14.66
Student	6	5.17
Plan	6	5.17
Cooperation Relations	6	5.17
Income		
Rp 2 .000.000 Up to Rp 2,999,000, -	74	63.79
Rp 3,000,000 Up to RP 3,999,000	33	28.45
Above Rp 4,000,000	9	7.76
Last education		
High School Graduate / equivalent	36	31.03
Diploma	18	15.52
Bachelor degree	48	41.38
Postgraduate (S2)	14	12.07
Marital status		
Single	7	6.03
Married	106	91.38
Widow widower	5	4.31

Source: Primary Data 2019

By sex is known that the male sex with a percentage of 57.76% and 42.24% of female respondents. Respondents can be seen male sex which has the highest percentage that is equal to 57.76%. Based on the age it can be concluded that the respondents the age group 25 to 35 years with a percentage of 28.45. Then the under 25 years age group is the smallest respondents ie 0 or nothing, most respondents characteristics based on employment in the age group 25 to 35 years with a percentage of 28.45. Then the under 25 years age group is the smallest

respondent is 0. Composition distribution among respondents with a background of money income per month. Results showed that respondents predominantly have an income of Rp 2,000,000 Up to Rp 2,999,000, - as much as 63.79%, Based on the level of education the results show that respondents have a distribution composition dominated among respondents with a background of money income per month. The results showed that the respondents' education level S1 is dominated by 48 and 41.38% of respondents were accompanied by high

school graduates were 36 and 31.03%, Distributioncomposition among respondents with a background in marital status results show that respondents have dominated the marital status. Marry as many as 106 and 91.38% accompanied by unmarried respondents as much as 7 and 6:03%.

Data analysis

Testing research instrument

1. *convergent Validity*

The data have been obtained from online questionnaires should be tested for validity and reliability. The research data were considered valid if the instrument

used in the study were appropriate and can work according to its function. Convergent validity of the measurement model with reflective indicators assessed based on the correlation between the item score/component score is calculated by SmartPLS 3.0. The size of individual reflective said to be high if more than 0.70 correlated with the construct to be measured. However, to study the early stages of development measurement scale loading value 0.50 to 0.60 are considered sufficient (Ghozali, 2014). The loading value of each indicator variable of the study is shown in Table 2.

Table 2.Outer Loadings

	<i>Talent Management</i>	<i>Team Work</i>	<i>Job satisfaction</i>	<i>Employee performance</i>
TM1	0692			
TM2	0821			
TM3	0784			
TM4	0755			
TM5	0734			
TD6	0780			
TM7	0831			
TM8	0930			
TM10	0845			
TW1		0821		
TW2		0863		
TW3		0790		
TW4		0720		
TW8		0922		
TW9		0895		
TW1		0577		
TW12		0788		
TW13		0818		
TW14		0827		
TW15		0738		
TW16		0854		
KP1			0842	
KP2			0739	
KP3			0615	
KP4			0784	
KP5			0715	
KP7			0839	
KP8			0680	
KP9			0857	

KP10	0811	
KP11	0808	
KP12	0820	
KP1 8	0773	
KP 19	0915	
KP20	0781	
KP 23	0718	
KP 29	0826	
KP1		0905
KP2		0906
KP5		0565
KP6		0799
KP7		0697
KP8		0810
KP9		0565
KP10		0799

Source: Primary Data Processing with SmartPLS 3.0 (2019)

Based on the results of the data analysis found that the indicators of each study variable can be valid because it has met convergent validity, where the value of the loading of the research instrument > 0.60. This indicates that each instrument of the research variables are appropriate and can work according to its function.

2. composite Reliability

Test reliability can be measured by two criteria: *composite reliability* and Cronbach alpha. A variable is said to be reliable if the value of composite reliability and Cronbach alpha above 0.70. And is said to be reliable if the value of variable ST > 0.5.

Table 3. Test reliability

	Alpha Cronbach's	composite Reliability
Talent Management	0783	0853
Teamwork	0869	0898
Job satisfaction	0906	0922
Employee performance	0874	0900

Source: Primary Data 2019

Based on the results of data analysis can be concluded that all the variables in the study of composite reliability reliable because of the value of each variable and Cronbach alpha > 0.70. In addition the value of AVE each variable > 0.5.

Structural Model (Inner Model)

Tests on structural models (*inner models*) Are done by looking at the value of

R-square is a goodness of fit test. Assessment models with PLS begin to see R-square values for each dependent variable. R-square value changes can be used to see the effect of the independent variable on the dependent variable, does have a substantive effect.

Table 4. Test Goodness of Fit - Inner Model (Structure Model)

	Alpha Cronbach's	composite Reliability
Talent Management	0783	0853
Teamwork	0869	0898
Job satisfaction	0906	0922
Employee performance	0874	0900

Source: Primary Data 2019

Table 3 shows the R-square value for the variable Job satisfaction is 0759, which means that job satisfaction is influenced by variables Talent Management and Teamwork is 0759, or 75.9%, while the remaining 24.1% is influenced by other factors. And the R-square value of the variable employee performance is 0.781 means dimensional variable Talent Management Teamwork and job satisfaction affects employee performance amounted to 0.781%, while 78.1% are influenced by other factors. The higher the R-square value, the greater the ability of

independent variables in explaining the independent variable so that a structural equation, the better.

Hypothesis test

For testing of the hypothesis, it can be done using the bootstrapping function in SmartPLS 3.0. to accept or reject the hypothesis can be made by looking at the value of the probability and the t-statistic. The hypothesis will be accepted if the value of t-statistic > t-table (1.96), and p-value < 0.05.

Table 5. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / Sterr)	P Values
Talent Management -> Job satisfaction	0224	0114	0070	2,618	0004
Team work -> Job satisfaction	0148	0051	0081	2697	0008
Talent Management -> Employee Performance	0535	0533	0117	4,575	0005
Team work -> Employee Performance	0217	0414	0082	3,073	0000
Job satisfaction -> Employee Performance	0294	0105	0131	2,835	0005

Source: Primary Data 2019

Table 5 shows the test of the direct influence of the independent variables and the dependent variable. Based on the above table it can be concluded that:

1. Hypothesis 1 received variable *Talent Management* effect on job satisfaction because of the value of t-statistic (2,618) > T-table (1.96) and the p-value (0.004) < 0.05 then the original

value estimate sample was positive in the amount of 0.224 which indicates that the direction of the relationship between Talent Management with Job satisfaction is a positive.

2. Hypothesis 2 received variable *Teamwork* effect on job satisfaction because of the value of t-statistic (2697) > T-table (1.96) and the p-

value (0.008) < 0.05 then. The original value estimate is a positive sample that is equal to 0148 which indicates that the direction of the relationship between Teamwork with Job satisfaction is positive.

3. Hypothesis 3 is received is the variable effect on Talent Management Employee performance because the value of t-statistic (4,575) > T-table (1.96) and the p-value (0.005) < 0.05 then and sample original value estimate is positive in the amount of 0535 which showed that the direction of the relationship between Talent Management with employee performance is Positive.
4. Hypothesis 4 received variable *teamwork* effect on employee performance because the value of t-statistic (3,073) > T-table (1.96) and sample original value estimate is that by 0217 Positive indicates that the direction of the relationship between Teamwork with Employee performance is Positive.
5. Hypothesis 5 is accepted that job satisfaction variables influence employee performance because the value of t-statistic (2.835) > t-table (1.96) and the p-value (0.005) < 0.05 then sample the original value estimate is that by 0294 the Positive indicates that the direction of the relationship between job satisfaction with employee performance is positive.
6. Hypothesis 6 received variable *Talent Management* to employee performance Padang State University Rector with the mediation of job satisfaction VAF value = 35.00% (partial mediation). Hypothesis 6 received Here is an analysis of variance accounted for (VAF) test mediation Talent Management on the performance of employees through job satisfaction as mediating variables.

VAF

$$= \frac{\text{Direct Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

$$\text{VAF} = \frac{0.066}{0.122 + 0.066} = 35.0\%$$

The above calculation shows the test results of variance accounted for (VAF) test variable Test mediation Talent Management on Employee Performance Through Job satisfaction with the value of 35.00%. These results show the level of mediation partially (partial) by category $\text{VAF} \leq 20\% \leq 80\%$. Therefore it can be concluded that job satisfaction partially mediates or part (partial mediation) the relationship between talent management and employee performance.

7. Hypothesis 7 accepted that Team Work to employee performance Padang State University Rector with the mediation of job satisfaction van values = 24.20% (partial mediation). Hypothesis 7 received an analysis of variance accounted for (VAF) test Mediation Team Work Satisfaction on Employee Performance Through job satisfaction mediating variables.

VAF

$$= \frac{\text{Direct Influence}}{\text{Direct Influence} + \text{Indirect Influence}}$$

$$\text{VAF} = \frac{0.044}{0.136 + 0.044} = 24.2\%$$

The above calculation shows the test results of variance accounted for (VAF) test variable Test mediation mediation Mediation Team Work Satisfaction on Employee Performance Through work with a value of 24.20%. These results show the level of mediation

partially (partial) by category VAF $\leq 20\% \leq 80\%$. Therefore it can be concluded that job satisfaction partially mediates or part (partial mediation) the relationship between Team Work and employee performance

CONCLUSION

After testing and data analysis overall conclusion is that all of this hypothesis is accepted. It means that there is influence between talent management and teamwork with the mediation of job satisfaction on the performance of employees in the Rectorate University of Negeri Padang. The following suggestions for improvement can be given for the future based on the results of the research obtained: For researchers furthermore, this study has limitations that only focus on the Talent Management, Teamwork, job satisfaction, employee performance. It is expected to be developed further research and add other variables also influence employee performance then the use of a larger sample is expected to be more representative of how Talent Management and Teamwork with the mediation of job satisfaction on performance such as sampling of some government organizations to get more varied results. Besides taking specific samples of gender, it is expected to get results that are more representative and more detailed than for research methods using quantitative methods and try to use qualitative methods so that the results of the research are more diverse than for the current sampling methods using census methods for subsequent researchers using non-probability sampling methods next is to research with other objects outside government organizations such as Hospitals, Banking Institutions so that they can be compared to the results of this study.

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