

Role of Talent Management and Culture in Performance at Perum Perhutani

Hermanto¹, Khusnik Hudzafidah², Muliatul Ma'rifa³

Faculty of Economics and Business, Departemen of Management, Universitas Panca Marga, Indonesia^{1,2}

Faculty of Economics and Business, Departemen of Accounting, Universitas Panca Marga, Indonesia³

Corresponding Author: hermanto@upm.ac.id

ARTICLE INFO

Date of entry:

5 February 2024

Revision Date:

22 February 2024

Date Received:

26 February 2024

ABSTRACT

Enhancing the effectiveness of employees within an organization to achieve both quality and quantity in goal attainment is a primary objective. This pursuit considers a thorough evaluation of assessments and respects the organizational cultural values. This research aims to explore the impact of Talent Management, Organizational Culture, and Competence as moderating factors on employee performance within Perum Perhutani City PB. The research population consists of all employees of the forestry company, with a total sampling method of 74 respondents, through a cross-sectional survey. The hypothesized relationships are confirmed by structural equation modeling. The findings from this study underscore a significant correlation between organizational culture and employee performance. However, it's noteworthy that the research did not identify a substantial impact of talent management on employee performance. In terms of employee competence, it's evident that it exerts a considerable influence on employee performance. Nevertheless, it's important to mention that employee competence does not exhibit a moderating effect on the relationship between talent management, organizational culture, and employee performance at Perum Perhutani City PB. In other words, competence is not a variable that strengthens or weakens the influence of talent management and organizational culture on employee performance.

Keywords: Competence, Employee Performance, Organizational Culture, Talent Management.



Cite this as: Hermanto, H., Hudzafidah, H., & Ma'rifah, M. (2024). Role of Talent Management and Culture in Performance at Perum Perhutani. *Wiga : Jurnal Penelitian Ilmu Ekonomi*, 14(1), 95–113. <https://doi.org/10.30741/wiga.v14i1.1096>

INTRODUCTION

Organizational success is determined by effective management in achieving better goals, with the main challenge focused on creating superior human resources (Hermanto & Fatimah, 2022) to achieve good performance. Additionally, organizational success also depends on managing superior human resources to produce good performance (Sudarmo, 2020)(Brito & Oliveira, 2016). This encourages individuals to independently seek to develop their talents in order to maintain profitable and high-quality operations (Rodrigues & Naidoo, 2016)(Rinadra et al., 2023) However,

organizational performance issues are not simple but involve broad aspects including work processes and cannot be avoided (Dewi & Yandri, 2021). The current organizational paradigm emphasizes that performance is greatly influenced by human factors (Ngatimun et al., 2016), demanding efforts to overcome challenges and achieve desired goals.

Employee engagement is key to achieving return on investment and enhancing organizational performance, with high-integrity Human Resources being an organizational advantage (Nugroho & Ratnawati, 2021) (Erlangga & Kartika, 2023; Maulana et al., 2020) (Pella & Inayati, 2020), Employee performance is influenced by internal factors (competence) and external factors (talent management) (Wicaksana et al, 2021), while organizational culture also plays a crucial role in shaping employee performance (Rifai et al., 2023) (Sariwulan et al., 2021).

Although previous studies have shown a positive relationship between talent management and employee performance (Mahjoub et al., 2018) (Harimurti, 2021) (Rachmadinata & Ayuningtias, 2017) (Akuba et al., 2022) (Septiyadi, 2023), there are studies indicating that talent management does not impact employee performance due to implementation barriers (Dermawan et al., 2022). Organizational culture also plays a significant role in influencing employee performance (Nguyen et al., 2023) (Dewi & Yandri, 2021), with a positive culture reinforcing employee behavior and enhancing performance (Yuan & Lee, 2011) (Munandar, 2021) (Nurhasanah et al., 2022). However, there are differences in research findings regarding the insignificant impact of organizational culture on employee performance (Harwiki, 2016) (Anggara et al., 2022), indicating a gap in understanding. Further research is needed to comprehensively understand the relationship between talent management, organizational culture, and employee performance, as well as to identify factors influencing heterogeneous research results. The approach taken involves adding employee competence as a moderating variable because employee competence is considered a driver of organizational competitive advantage through employee performance (Wicaksana et al, 2021). The addition of the moderating variable of competence is expected to strengthen the relationship between talent management and organizational culture on employee performance (Diwanti & Sarifudin, 2021), and is deemed integrated to provide a more comprehensive understanding of how these factors interact and impact employee performance.

An integrated approach can provide a more comprehensive understanding of how these factors interact and impact employee performance, including in organizations like Perum Perhutani Kota PB, which has talent management and organizational culture programs aimed at enhancing employee performance. However, talent management implementation is not yet perfect, especially in employee placement that does not comply with procedures. With this basis, the Perum Kota PB organization must begin preparing a talent pool to instigate change within the company through organizational methods: identifying and designing career path patterns, developing remuneration approaches for employees; determining key performance positions or roles; and designing talent pool mapping (Anisah & AS, 2020). Additionally, the organizational culture has some shortcomings, such as communication issues among employees and improving employee work discipline.

Furthermore, Perum Perhutani has unique characteristics and challenges compared to other organizations because its organizational system adopts a semi-military system, which undoubtedly results in a different organizational culture. Similarly, in facilitating employee talent to support their competencies and performance. Although the importance of talent management, organizational culture, and employee competence has been widely recognized in human resource management literature, there is still a lack of research that integrates all three within a unified framework, particularly in the context of Perum Perhutani in Kota PB. This research fully seeks to explore the relationship between talent management, organizational culture, employee competence, and performance in this unique organizational work environment, specifically examining the influence of talent management and organizational culture on employee performance, moderated by employee competence. Therefore, there is a need for research tailored to this specific organizational context. The research issues are as follows: (1) How does talent management in Perum Perhutani Kota PB

affect employee performance moderated by competence? (2) How does organizational culture in Perum Perhutani Kota PB affect employee performance with competence as a moderating variable?

Thus, this research aims to fill the knowledge gap and contribute to existing literature. The study aims to analyze the influence of talent management and organizational culture on employee performance at Perum Perhutani Kota PB, with competence as a moderating variable. This research is expected to provide contributions and solutions to enhance employee performance at Perum Perhutani Kota PB. Through the interaction of talent management, organizational culture, and employee competence, and their combined influence on employee performance, valuable insights can be provided for managers and organizational leaders, especially in Perum Perhutani in Kota PB. The findings of this research are expected to offer practical recommendations to aid in the development of more effective and efficient human resource management strategies.

Taking into account the research gaps, deeper investigations into the influence of talent management, organizational culture, and employee competence, as well as how these variables interact within the context of forestry services in Kota Probolinggo, will make significant contributions to the human resource management literature and management practices in the field.

THEORETICAL REVIEW

Talent Management (TM)

Talent management (*talent management*) is a process carried out by the organization in balancing the abilities or competencies of employees with their work in supporting organizational goals and developing human resources who have high skills and quality (talent pool) as a view to creating future leaders (Wibowo, 2016) Furthermore, in measuring talent management variables, according to (Cappelli, 2008) are as follows: Recruitment, Orientation process, Performance management process, Process of recognition and retention, Education and training process, Regeneration (Masduki & Sopiyan, 2021).

In this broad sense, Talent Management is positioned as an organization's strategic management whose process is almost the same as HR management itself. The organization expects maximum performance to have a good impact on achieving organizational targets and goals. Thus, organizations need high-performance resources to be able to become a stimulus in the midst of increasingly rapid changes in the external environment. An organization must pay attention to the internal changes that occur, so the organization needs to attract, find and retain the best people in the organization (Akuba et al., 2022).

Research (Widiastuti & Rambe, 2022) states that organizational commitment is able to positively moderate the influence of talent management on employee performance, which is the most crucial step in talent management to uphold employee performance in the organization. Employees with talent are believed to be a primary investment for the organization and provide a rationale for why the organization needs to maintain employee performance within the organization. This indicates a positive relationship between talent management variables in sustaining employee performance (Rachmadinata & Ayuningtias, 2017)(Harmen, 2018). Moreover, talent management developed by the organization has a positive influence in enhancing employee performance (Malika & Irfani, 2022)(Diwanti & Sarifudin, 2021). Research by (Karina, 2020)(V. Putri et al., 2023) found that Talent Management influences employee performance, and similarly, the findings of (Mangusho et al, 2017)(Al Rinadra et al., 2023) state that talent management development has a positive influence in improving employee performance. Likewise, companies capable of developing talent management have a positive influence in enhancing employee performance (Akuba et al., 2022). The same understanding asserts that having talent management positively improves employee performance in the company (Sukoco & Fadillah, 2016). Regarding the relationship between talent management and employee performance in the public sector, (Mary et al., 2015) found that there is a positive relationship between talent management and employee performance. Similarly, research by (Yesabella et al., 2023) on job satisfaction, procedural justice, and compensation's influence on

employee performance, found that there is a positive relationship between talent management and employee performance. organization needs to carry out a development where to see the potential possessed by employees. Because good performance without adequate talent management cannot support a talent development program (Sembiring & Damayanti, 2023)(Rinadra et al., 2023). Given these assumptions, researchers draw hypotheses.

H1 : Talent management affects employee performance at Perum Perhutani Kota PB.

Organizational Culture (OC)

Organizational Culture is a characteristic guide that distinguishes the organization from other organizations (Wahyudi & Tupti, 2019) With a point of view which means that organizational culture is the basis for rules of behavior by harmonizing rules related to behavioral norms and values that are accepted and understood by every member of the organization. As a benchmark in conducting tests, indicators are needed to measure variables, to measure organizational culture variables including: Application of Norms, Action on Values, Beliefs and principles, Conduct in the Code of Ethics, Ceremony, Historical profile of the organization (Afandi, 2016).

Shaping employee behavior is the key to organizational culture. The role of organizational culture as a value system means that organizational culture is the behavior or values of beliefs that are believed to be the basis for forming employee attitudes and behavior. the basis of a values and behavior makes a guideline for employees to behave and behave in accordance with the values and norms that are believed. As a value system, organizational culture is the values and attitudes that have been believed by employees so that they have become the basis of behavior and attitudes of employees when working. That way, the organization can find out to what extent organizational culture can affect the performance of its employees (Meutia & Husada, 2019).

Company culture can drive representative execution. A solid or positive organizational culture can offer assistance representatives perform way better (Oktavia & Fernos, 2023), whereas a frail or negative organizational culture can diminish worker execution (Iskamto, 2023). Past investigate demonstrates that corporate culture contains a positive affect on representative execution (Putri, 2016). Human asset administration and competence on employee execution found that human asset administration features a positive and critical impact on representative performance (Dewi & Yandri, 2021) This shows that organizational culture, which is one angle of human asset administration, contains a positive affect on worker execution (Putri et al., 2023). And tall work fulfillment leads to higher worker execution, then again moo representative execution leads to moo work (Ahidin & Mutaqin, 2014), hence there's a solid positive relationship between organizational culture and representative execution (Ahidin & Mutaqin, 2014) in line with a few thinks about finding a noteworthy relationship between organizational culture and representative execution (Wahyudi & Tupti, 2019)(Dewi & Yandri, 2021)(Nurhasanah et al., 2022) and a solid positive relationship between organizational culture and worker execution (Dewi, 2015)(Dewi, 2021).

From the description that explains the relationship between organizational culture variables on employee performance, the researcher assumes the following hypothesis:

H2 : Organizational culture influences employee performance at Perum Perhutani Kota PB.

Competency (CP)

Competence is an ability to carry out work based on skills and knowledge supported by work attitudes demanded by the work itself (Anisah & AS, 2020). Professionalism in a particular field is the most important thing to characterize the skills and knowledge one has. In placing a requirement that refers to competence, leaders and employees can make plans or designs in developing careers and positions. So that it creates a competitive advantage that shows harmony between competence in the organization and its human resources (Wicaksana et al, 2021)

In this case, to carry out an analysis to find out if competency variables are able to moderate the talent management variables (TM) and organizational culture variables (OC), indicators are needed

that can measure them. Competency measurement indicator items that affect the competency of an organization's employees, include: Characteristics (traits), Perspective (self-concept), Knowledge, Skills, Work motivation (motives) (Kunanti et al, 2022).

Previous research founds, Talent management has a positive and significant effect on employee performance (Rinadra et al., 2023) Talent development has a positive and significant impact on employee performance ((Rinadra et al., 2023) This shows that talent management has a positive influence on employee performance. Currently, policies related to talent management and competency development have been integrated in a comprehensive system framework (Suparman & Naibaho, 2021).

Similarly, organizational culture has a positive effect on employee performance (Jufrizen & Rahmadhani, 2020)(Sukma, 2020)(Adila & Aribowo, 2023), talent management and organizational culture are significantly associated with job performance (Omotunde & Alegbeleye, 2021). The next research shows that work competence has a positive and significant effect on employee performance (Krisnawati & Bagia, 2021). Thus, employee competence is expected to be able to moderate the relationship between talent management and organizational culture with employee performance (Komang et al., 2023)(Karina, 2020)(Abidin et al., 2022), However, it is also possible that competence cannot strengthen the relationship between talent management, organizational culture and performance (Wulantari et al., 2022) or exogenous and endogenous variables (Buulolo et al, 2021)(Hakim & Wibowo, 2022). Organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process, where organization members express their concern for the organization and its success and ongoing progress (Karina, 2020). Besides that, organizational culture, compensation, and employee competence have a strong relationship with employee performance (Abidin et al., 2022).

By looking at the point of view from the description above, this study examines the competence variable as a moderating variable in increasing the relationship between variables TM and OC. Therefore, the researcher assumes the following hypotheses that can be studied:

H3 : Competence moderates the relationship between talent management and employee performance at Perum Perhutani Kota PB.

H4 : Competence moderates the relationship between Organizational Culture and employee performance at Perum Perhutani Kota PB.

Employee Performance (PF)

Performance is the achievement of individual and group work results in an organization with due regard to responsibility and authority for efforts to achieve organizational goals (Afandi, 2016). The role of performance which becomes an endogenous variable in relation to exogenous variables makes performance a reference variable in this study. To improve a performance, it is necessary to have a factor of the influencing variables. Thus, to measure a variable, the following indicators are needed:

- a. Measurement of work results includes three indicators, namely: Level of work, The value of the work, Effective in carrying out the task.
- b. Work behavior which includes three indicators, namely: Work Discipline, Mind power (initiative), Thoroughness.
- c. Personal traits which include three indicators, namely: Charisma (Leadership), Honesty, Creativity (Afandi, 2016).

To clarify the direction of this research which shows the direct influence of talent management (TM), organizational culture (OC), and competency (CP), on employee performance (PF). Then the research framework can be seen in Figure 1

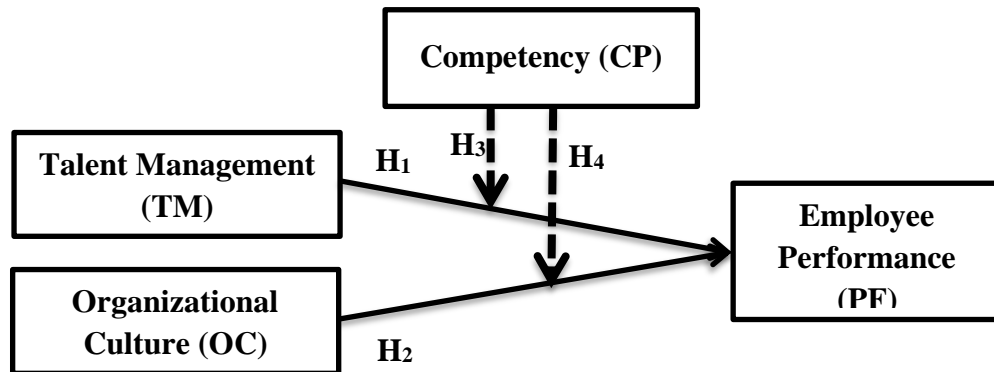


Figure 1. Research Model

Source: (Wibowo, 2016) (Afandi, 2016) (Kunanti et al, 2022)(Masduki & Sopiyan, 2021)

METHODS

This data collection is used to solve problems, develop research instruments, and conduct surveys. The sampling technique is carried out through saturated sampling by not providing opportunities or opportunities for respondents to be selected as a sample (Sujarweni, 2015). Where in this study all members of the population were used as all employees of Perum Perhutani Kota PB East Java, totaling 74 respondents.

The type of data used in this study is primary data which is quantitative in nature. In this study the variables to be discussed are talent management, organizational culture and competence as moderating variables on employee performance. When collecting data through questionnaires, questions are created for each indicator variable using likert scales ranging from (1) “strongly disagree” to (5) “strongly agree” (Mullany & Stockwell, 2021) This is done by Partial Least Squares Structural Equation Modeling (PLS-SEM) using Smart-PLS 4, which demonstrates its suitability for datasets with fewer than 100 respondents (Hermanto & Ngatimun, 2023)(Hair & Sarstedt, 2021) data is not required to be normally distributed (Hair et al., 2019) and excellent predictive accuracy (Khan et al., 2019), and theory development (Fornell & Bookstein, 1982)(Hair et al., 2019)(Waris & Hameed, 2020). Smart-PLS 4.0 is considered effective for evaluating the mediation effects framework (Hair et al., 2022). The stages of SmartPLS analysis include analyzing convergent and discriminant validity, often referred to as testing the feasibility of research instruments called measurement model, and testing for significance and influence as hypothesis testing, and testing the feasibility of the model, often referred to as structural model (Hair et al., 2019). (Hair et al., 2019). PLS can simultaneously analyze constructs formed with reflective indicators (Ghozali, 2021).

RESULTS AND DISCUSSION

Respondent Demographic Profiles

The respondents' demographic profile consists of 74 obtained participants, as seen in Table 1. The results indicate that male respondents comprise 79%, while females comprise 21%, with the majority having work experience of more than 21 years, totaling 75.2%.

Table 1. Respondent Demographic Profiles

Variable	Information	N=74	percentage
Gender	Man	60	81.08%
	Woman	14	18.92%
Length of work	1 - 10 years	2	2.7%

11 - 15 years _	1	1.3%
16 - 20 years _	8	10.8%
21 - 30 years _	49	66.2%
≥ 31 years _	14	19%

Source: secondary data is processed, 2023

Descriptive Analysis and Data Normality

Before proceeding with more detailed testing, the first step that needs to be taken is to conduct a descriptive analysis and assess the feasibility of the data. Based on Table 2, a normality test was carried out by observing kurtosis values that were in the range $-7 < \text{to} < 7$ and skewness values that ranged from $-2 < \text{to} < 2$ (Hair et al, 2022) The results from Table 2 show that the data distribution is normal, which will have a positive impact on the quality of the model analysis to be performed.

Table 2. Descriptive and Normality

Construct	Items	descriptive				Normality	
		Min	Max	Means	Std. Error	kurtosis	Skewness
TM	TM1	3	5	4,122	0.677	-0.805	-0.156
	TM2	3	5	4,068	0.644	-0.557	-0.064
	TM3	3	5	4,068	0.644	-0.557	-0.064
	TM4	3	5	4.176	0.704	-0.959	-0.266
	TM5	3	5	4.135	0.684	-0.852	-0.182
	TM6	3	5	4.135	0.684	-0.852	-0.182
OC	OC1	3	5	4,189	0.585	-0.275	-0.061
	OC2	3	5	4,257	0.616	-0.564	-0.230
	OC3	3	5	4,243	0.611	-0.523	-0.195
	OC4	3	5	4,243	0.611	-0.523	-0.195
	OC5	3	5	4.176	0.578	-0.188	-0.031
	OC6	3	5	4,216	0.599	-0.417	-0.126
FP	FP1	3	5	4,284	0.604	-0.562	-0.232
	FP2	3	5	4,243	0.588	-0.428	-0.119
	FP3	3	5	4,284	0.604	-0.562	-0.232
	FP4	3	5	4,257	0.594	-0.481	-0.156
	FP5	3	5	4,216	0.576	-0.294	-0.048
	FP6	3	5	4,351	0.625	-0.633	-0.432
	FP7	3	5	4,243	0.588	-0.428	-0.119
	FP8	3	5	4,216	0.576	-0.294	-0.048
CP	FP9	3	5	4,203	0.569	-0.212	-0.014
	CP1	3	5	4,257	0.616	-0.564	-0.230
	CP2	3	5	4.162	0.570	-0.091	-0.001
	CP3	3	5	4,230	0.605	-0.474	-0.160
	CP4	3	5	4,203	0.592	-0.350	-0.093
	CP5	3	5	4.176	0.578	-0.188	-0.031

Source: Processed Data, 2023

Measurement Model Results (Outer Model)

Validity test

Testing is carried out by analyzing all respondent data by looking at the suitability of each indicator item. In the PLS measurement evaluation model it is based on predictions that have non-parametric properties in its measurements. In the early stages of testing by looking at the results of the evaluation of the outer model with a reflective model for each indicator. In table 3 which shows the output of testing the data through the SmartPLS 4 measurement tool, it is explained that each indicator item shows an evaluation result with a valid loading factor ≥ 0.70 .

Table 3. Convergent Validity and Composite Reliability

Construct	Items	Outer Loading	Cronbach's alpha	(rho_a)	(rho_c)	AVE
TM	TM1	0.909	0.932	0.894	0.940	0.723
	TM2	0.848				
	TM3	0.910				
	TM4	0.738				
	TM5	0.867				
	TM6	0.818				
OC	OC1	0.822	0.898	0.920	0.916	0.646
	OC2	0.727				
	OC3	0.774				
	OC4	0.808				
	OC5	0.860				
	OC6	0.823				
FP	FP1	0.753	0.930	0.938	0.942	0.643
	FP2	0.809				
	FP3	0.740				
	FP4	0.761				
	FP5	0.797				
	FP6	0.778				
	FP7	0.858				
	FP8	0.861				
	FP9	0.852				
CP	CP1	0.844	0.899	0.916	0.924	0.708
	CP2	0.852				
	CP3	0.788				
	CP4	0.876				
	CP5	0.844				

Source: Processed Data, 2023

The results of data collection and data processing, in table 3 show that the outer loading of all indicator items with the reflection model for each construct has an outer loading value of ≥ 0.70 with a significance value of 0.05 (Hair et al, 2022).

By paying attention to the outer loading results which have valid data, this test is also proven by looking at Cronbach'Alpa, Composite Relability and the AVE (Average Variance Extracted) value

showing a value greater than 0.50 which supports the outer loading value so as to achieve convergent validity. Whereas in Cronbach's alpha and composite reliability, each variable item consisting of indicator items as a whole produces a value above 0.70 which is said to have reliability (Hair et al, 2022).

Discriminant Validity Test

It can be seen that the results of the Discriminant Validity Test using the HTMT and Fornell-Lecker approaches show that the HTMT value for each pair of variables is <0.90 , so the evaluation of the discriminant validity test is fulfilled and the Fornell Lecker test, all correlation values between construct variables are below the AVE square root value each construct has a higher value than the other construct variables (Hair et al, 2022). With these results it can be said that it meets the criteria of discriminant validity and is a perfect model.

Table 4. Heterotrait-monotrait Ratio and Fornell Lecker

	<i>Heterotrait-monotrait Ratio</i>					<i>Fornell Lecker Criterion</i>			
	CP	FP	OC	TM	CP x TM	CP	FP	OC	TM
CP						CP	0.841		
FP	0.305					FP	0.298	0.802	
OC	0.251	0.256				OC	0.242	0.290	0.803
TM	0.081	0.155	0.232			TM	0.017	-	0.180
							0.177		0.850
CP x TM	0.455	0.080	0.204	0.091					
CP x OC	0.095	0.080	0.095	0.244	0.059				

Source: processed data, 2023

Structural Model (Inner Model)

Structural model evaluation aims to predict the relationship between latent variables. In measuring this structural model, the tests are carried out as follows:

Collinearity

In the next stage, evaluating the results of the *Variance Inflation Factor* (VIF), where the latent variable results occur due to the causation of the construct.

Table 5. Variance Inflation Factor (VIF)

Path	VIF
CP -> FP	1,289
OC -> FP	1,121
TM -> FP	1.113
CP x TM -> FP	1,252
CP x OC -> FP	1,099

Source: Data processed, 2023

Table 5 displays the *Variance Inflation Factor* (VIF) value by fulfilling the criteria below 5 (Ghozali, 2021; Hair et al, 2022), therefore there is no collinearity between constructs and each indicator is valid.

PLSPredicts

PLSPredicts is a model validation method that aims to measure the extent to which prediction ability excels in PLS. To assess the quality of predictions, comparisons are needed, therefore a linear

regression model (LM) is used as a comparison (Setiti & Paramarta, 2023). The criteria for comparison are PLS-SEM RMSE < LM RMSE.

Table 6. PLS Predict Analysis

	Q ² predict	PLS-SEM_RMSE	LM_RMSE
FP1	-0.021	0.621	0.694
FP2	-0.020	0.602	0.650
FP3	0.071	0.590	0.703
FP4	0.071	0.580	0.589
FP5	-0.035	0.594	0.611
FP6	0.010	0.631	0.634
FP7	0.053	0.580	0.592
FP8	0.015	0.579	0.606
FP9	0.034	0.566	0.581

Source: processed data, 2023

In general, the results show that the PLS-SEM RMSE and LM RMSE are different. It is said that the overall PLS-SEM RMSE Predict result is smaller than the LM RMSE Predict, meaning that the predictive power of the category model is strong (Hair et al, 2022).

F-Square, R-Square and R-Adjusted Square

To find out about the strength of the relationship between the two variables, an R-Square test is carried out which has the predictive power of the structural model for each endogenous latent variable. With substance criteria 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair et al, 2022).

Table 7. R^2 R^2 Adjusted

Construct	R^2	R^2 Adjusted
FP	0.232	0.175

Source: processed data, 2023

The value (R -Square) of 0.232 between 0.19 and 0.33 means that the variables of talent management and organizational culture have a weak influence on employee performance (FP) (Hair et al., 2019) seen in R^2 Adjusted has a value that has been corrected where the value is 0.175 indicating that the interaction of exogenous variables is 17.5% with endogenous variables and 82.5% is influenced by other variables.

***f*-Square**

f-square is the ability to predict whether the predictor variable simultaneously affects the response variable.

Table 8. *f*-square

Path	<i>f</i> -square
CP -> FP	0.086
OC -> FP	0.108
TM -> FP	0.087
CP x TM -> FP	0.011
CP x OC -> FP	0.046

Source : processed data, 2023

Table 8 shows Talent Management, Organizational Culture and Competency affecting Performance with an effect size value between 0.02 and 0.10. In this case, each exogenous variable has a moderate effect on the endogenous variable (Hair et al., 2019).

Hypothesis test

Direct Effects

After testing the validity and reliability, as well as using the Coefficient of Determination and Effect Size tests, it can be done to test the hypothesis in figure 2 and table 9 as follows:

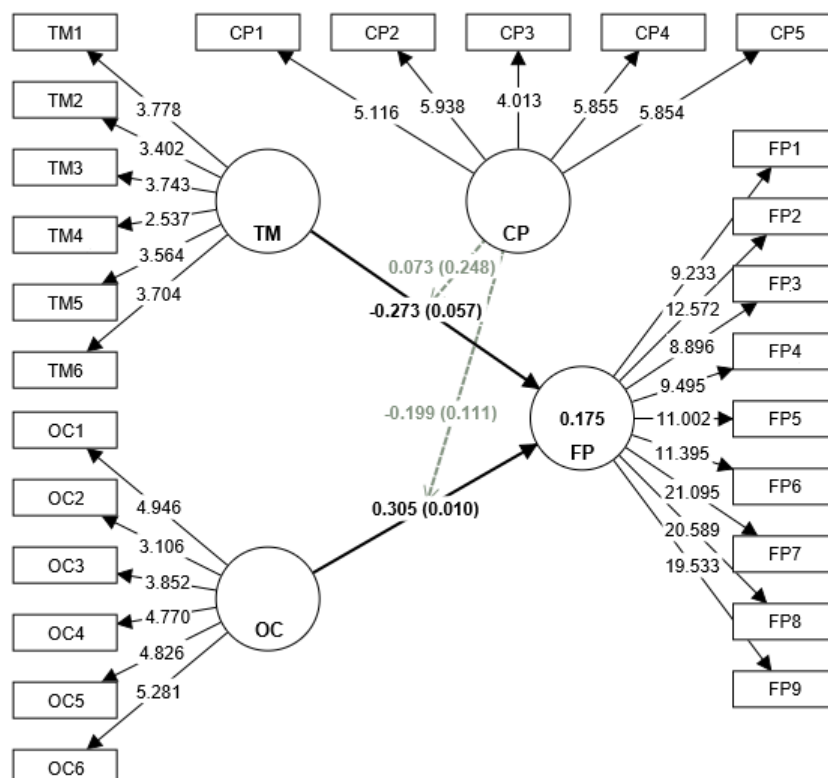


Figure 2 : Hypothesis test

The data has been processed with SmartPLS 4

The output results of hypothesis testing are shown in Figure 2 and Table 9. (TM) Management Talent (t value = 1.58 ≤ 1.645; and p-value = 0.057) does not support the hypothesis, (OC) Organizational Culture (t value = 2.315 ≥ 1.645 and p-value = 0.001) supports the hypothesis.

Table 9. Direct Effect and Moderating Effect

Hypothesis	Path	Betas	Std. Error	t-values	p-values	bias	Confident Intervals		Accepted
							5.0 %	95.0 %	
-	CP -> FP	0.292	0.135	2,170	0.015	-0.023	0.10	0.504	-
H1	TM -> FP	-0.273	0.173	1,581	0.057	0.031	-0.435	0.190	No

H2	OC -> FP	0.305	0.132	2.315	0.010	- 0.006	0.065	0.438	Yes
H3	CP x TM -> FP	0.073	0.108	0.680	0.248	- 0.011	- 0.135	0.220	No
H4	CP x OC -> FP	- 0.199	0.163	1,223	0.111	0.068	- 0.390	0.043	No

Source: processed data, 2023

Moderation

To further explain the role of employee Competency moderation between Talent Management and Organizational Culture on Performance, a Moderation test is also carried out. By looking at the criteria for t values $> 1,645$ (Ghozali, 2021). Can be seen in table 9.

The test results in table 9 show the moderating effect of employee competence with Talent Management (t value = $0.680 \leq 1.645$; and p -value = 0.248), does not support the hypothesis, and the moderating effect of employee competency with Organizational Culture (t value = $1.223 \leq 1.645$; and p -value = 0.111) does not support the hypothesis.

Thus from testing *the direct effect and moderation effect* ; only organizational culture has significant influence on employee performance, and the moderating role of employee competency is partially unable to strengthen or weaken the relationship to performance. So the results of the algorithm shown show that the moderating role of employee competence produces an insignificant value.

The Influence of Talent Management on Employee Performance

The research findings indicate that talent management does not have a significant influence on employee performance (t -value 1,581 and p -value 0,057). Although talent management is often considered an important factor in enhancing employee performance (Rachmadinata & Ayuningtias, 2017) and can have a positive and significant impact on employee performance (Harmen, 2018)(Malika & Irfani, 2022)(Diwanti & Sarifudin, 2021) to maintain profitability and operational quality of organizations (Rodrigues & Naidoo, 2016)(Rinadra et al., 2023), this study found that this is not always the case, aligning with the research of (Dermawan et al., 2022) which found that talent management is not significant to employee performance. The findings of his research do not align with the notion that talent management significantly influences employee performance (Omotunde & Alegbeleye, 2021).

There are several reasons within the organization Perum Perhutani that may explain this finding. Management needs to consider other factors that are more influential on employee performance, such as work motivation, work environment, and leadership, or the implementation of talent management that has not been effective as revealed in the background. And Perum Perhutani's management needs to review the talent development program tailored to the needs and expectations of employees (Pella & Inayati, 2020), or a better, fair, and transparent talent selection process (Anisah & AS, 2020).

However, it should be noted that this finding does not mean that talent management is not important at all. Talent management still plays an important role in identifying and developing the potential of employees. Therefore, Perum Perhutani's management needs to continue to improve the strategies and practices of talent management that have been programmed (Sembiring & Damayanti, 2023)(Rinadra et al., 2023) to ensure that the program can maximize the potential of each employee. Further research is needed to understand more deeply the relationship between talent management and employee performance. Research could focus on how talent management can be improved to

have a more significant influence on employee performance (Dewi, 2021), or how other factors can affect the relationship between talent management and employee performance.

The Influence of Organizational Culture on Employee Performance

This research reveals that organizational culture has a significant influence on employee performance (t-value 2,315 and p-value 0.010), in line with previous studies by (Wahyudi & Tupti, 2019)(Dewi, 2021), and (Nurhasanah et al., 2022). The organizational culture measured by indicators: Application of Norms, Action on Values, Beliefs and principles, Conduct in the Code of Ethics, Ceremony, Historical profile of the organization (Afandi, 2016) from data analysis collected through surveys shows that the organizational culture at Perum Perhutani is positive, supportive, and contributes to the improvement of employee performance. Through values, norms, ethics, motivation, and understanding of the organization's history, Perum Perhutani has performed well in this regard. Management needs to maintain and enhance this, so that job satisfaction and employee commitment will feel more connected to the mission and goals of the organization (Dewi & Yandri, 2021), allowing employees to work more effectively and efficiently.

Furthermore, the strong organizational culture (Dewi, 2015)(Oktavia & Fernos, 2023) at Perum Perhutani helps in attracting and retaining talent. Employees feel proud to be part of the Perum Perhutani organization, which has a good reputation and strong values, which in turn lowers turnover rates and increases workforce stability (Dewi, 2021).. Although the results are already significant, there is also room for improvement. Perum Perhutani management needs to pay attention to some employees who feel that there is a need for more open and transparent communication from management, as well as a desire for more professional development opportunities and career growth. Therefore, Perum Perhutani management is advised to continue strengthening its organizational culture by conducting regular training, improving internal communication systems, and providing more opportunities for employees to grow.

This research provides valuable insights into how organizational culture can be used as a strategic tool to improve overall employee performance and organizational health. By focusing on building a strong culture (Oktavia & Fernos, 2023), Perum Perhutani can continue to thrive and achieve its strategic goals.

The Effect of Competence in Moderating Talent Management on Employee Performance

This study shows that the Competency Variable as a moderator in influencing Talent Management on Employee Performance does not have a significant impact (t-value 0.680 and p-value 0.248). This shows that in this context, the moderation relationship does not strengthen the influence between Talent Management and Employee Performance. From the presentation of the results of the analysis it was found that competence cannot be a moderator variable similar to research conducted by (Buulolo et al, 2021; Hakim & Wibowo, 2022) which said that competency cannot strengthen the relationship between exogenous variables and variables endogenous.

In terms of the competence of the company Perum Perhutani Kota PB it still pays attention to the reactions of the assessment carried out by employees by looking at the weight of the assessment. By looking at the problems that occur in the field that the implementation of talent management variables is still not good even though the company has conducted an assessment which is reported once every three months. Currently, policies related to talent management and competency development have been integrated in a comprehensive system framework (Suparman & Naibaho, 2021).

In the third conjecture explains the influence of Talent Management on Employee Performance without the competence variable as a moderation. In other words, prioritizing the development of a better *talent pool* in accordance with the article applied by the Perum Perhutani Kota PB organization by going through established procedures. Talent management and competency development are currently taking place separately, resulting in results achieved by the organization not in line with

expectations. Competency development often only considers job competency standards and requirements. The process of selecting employees to attend training is often based on the need to improve job competency standards, and does not consider individual needs based on the results of assessments in the talent management process (Suparman & Naibaho, 2021).

The Effect of Competence in Moderating Organizational Culture on Employee Performance

From the results of the study on alleged competence as a moderating variable on organizational culture variables on employee performance, it shows that competence is not able to strengthen the relationship between organizational culture variables and employee performance (t-value 1,223 and p-value 0.111). As described in this study, it shows the same results as the study conducted by (Hakim & Wibowo, 2022) and the results of the thesis (Buulolo et al, 2021) say that competency cannot strengthen the relationship between exogenous variables and endogenous variables and is strengthened with studies (Wulantari et al., 2022) stating that the combination of organizational culture and managerial competence has on performance and shows that the combination of organizational culture with managerial competence has an insignificant and negative impact on performance.

In other words, the impact caused by the organizational culture in Perum Perhutani Kota PB is quite large in improving employee performance. In other words, seeing the achievement of performance based on organizational culture which is the main key in the organization (Jufrizen & Rahmadhani, 2020) The higher the competency level that a person has, the more capable they are of implementing and promoting a positive organizational culture within an organization. This in turn contributes to achieving outstanding performance. And when competence is insufficient and a culture that is not aligned with company goals will have an impact on the ups and downs of employee performance (Wulantari et al., 2022).

CONCLUSION

The research findings indicate that employee competence cannot moderate or strengthen the connection between talent management and employee performance, nor can it enhance the relationship between organizational culture and employee performance. Consequently, employee competence does not play a significant moderating role. This suggests that while employee competence is important, its presence alone is not sufficient to effectively strengthen or influence the relationship between talent management and organizational culture. It implies that talent management and organizational culture each independently impact employee performance without requiring moderation by employee competence. Thus, effective talent management strategies and the cultivation of organizational culture can directly enhance employee performance without relying on the level of employee competence.

Practical implications, This research paves the way for a deeper understanding of human resource management dynamics and offers guidance for organizations to devise more effective strategies in managing talent and organizational culture to improve employee performance. Practical recommendations suggest that organizational leadership should explore alternative avenues to optimize employee performance, such as reinforcing the talent management system, fostering a positive organizational culture, and providing suitable training and development to enhance overall employee competence.

Theoretical implications, provide new insights into human resource management, highlighting that employee competence is not the sole factor influencing performance. Talent management and organizational culture play crucial roles that require effective management to achieve optimal outcomes.

Research Limitations, This study was conducted solely within the Perum Perhutani organization with a small sample size. Future research could involve different organizations with larger sample sizes. The cross-sectional design of this study does not capture changes over time; therefore, longitudinal studies investigating how the relationship between talent management, organizational culture, and employee performance evolves over time may be warranted. The inability of employee competence to moderate the relationship between talent management and organizational culture towards employee performance suggests that including other variables that can serve as effective mediators between talent management, organizational culture, and employee performance is an avenue for future research.

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