

Talent Management, HR Planning and Career Development on Employee Performance of PT Pelindo Terminal Petikemas Surabaya

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ABSTRACT

In this study, the researcher chose PT. Pelindo Container Terminal Surabaya as a research object with the status of Organic (Permanent) employees. The purpose of the study is to determine the influence of talent management, HR planning and career development on employee performance at PT. Pelindo Surabaya Container Terminal. This type of research is quantitative which includes primary and secondary data. Sampling technique, Non Probability Sampling technique, the total population is 222 employees with Organic (Permanent) status. The method used in Non Probability Sampling is Purposive Sampling. The sampling technique used the sloving technique totaling 69 respondents as a sample. The method of collecting data disseminated questionnaires directly to respondents and direct observation of the research object. The data collection technique of this study uses an answer interval scale measured using a Likert scale of 1-5. The data analysis technique uses an outer and inner model and data testing uses Smart Partial Squer (PLS). The results of the study show that Talent Management has a positive and insignificant effect on employee performance. HR planning has a positive and significant effect on employee performance. And career development has a positive and insignificant influence on employee performance. The findings of the study show that the company provides a job promotion for each individual employee who is selected, this is less effective for employees who are not selected so that they have insignificant results.

Keywords: Career Development, Employee Performance, HR Planning, Talent Management.



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INTRODUCTION

Every company or agency in Indonesia in developing its human resources is always based on the company's goals, this is one of the factors in achieving the success of a related company's goal. In Indonesia, there are many companies or agencies that have developed quality human resources. This is supported by competitiveness, always developing self-quality, adequate facilities and innovation.

Behind the high quality of human resources, there is also the low quality of human resources, lack of access. education, low health levels and lack of job opportunities. Based on the 2019 Global World Economic Forum Competitiveness, Indonesia ranks 50th out of 141 countries in terms of human resource competitiveness, below Malaysia and Thailand. In 2020, the number of people affected by Covid-19 was less than 29 million people, the unemployment rate reached 7.07% or 9.77 million unemployed people. Therefore, the contribution of competent and competitive employees from a company or agency is indispensable to anticipate the low quality of human resources with rapidly developing technology. The level of success of a company in realizing its goals is related to the quality of employees who are able to face the turmoil that is happening today. The development of the world of work today is getting more rapid so that employees are required to be able to transform to create innovations that are able to survive in the environment and the world of work, this is balanced with Soft Skills and Hard Skills (Prasetyo et al., 2017). Human resources make a great contribution to every operational activity, even though without the role and function of employment often seem to be displaced by technological sophistication (Bachrudin et al., 2021).

Employee performance is a description of the abilities, skills and work results displayed by an employee in carrying out his duties and responsibilities. Employee performance greatly affects the success of the company, employee performance is also very good for producing the company's business development in the short and long term. Employee performance is translated from English as Job Performance, employee performance in Indonesian is called work performance. Thus, employee performance can be measured by the level of success of individuals or groups in carrying out their duties and responsibilities as well as their ability to achieve the goals and standards that have been set (Sukarjati et al., 2016). The factors assessed in employee performance are quality, personal characteristics and work quantity, which include indicators such as customers, technical ability, cooperation, discipline, morale, motivation to achieve, self-development and initiative (Yusran & Id, 2018).

Table 1. Performance Assessment of PT. Pelindo Container Terminal Surabaya

Valuation		Number of Employees
5 = Very Good	> = 90	280
4 = Good	75 – 89,99	28
3 = Enough	60 – 74,99	2
2 = Less	50 – 59,99	-
1 = Less Than Once	<50	-
0	Position not in SPTP	1

Source: Employee Performance Assessment Data of PT Organic Terminal Pelindo Container Surabaya in 2022.

Based on the data table and diagram above, it shows that the employee performance assessment of PT. Pelindo Container Terminal Surabaya has results with the criteria of Very Good 280, Good 28, Fair 2, Poor 0 and Very Bad 0. This performance appraisal data is the basis for determining the performance of PT. Pelindo Container Terminal Surabaya and also as an indicator to find out the level of employee performance.

PT. Pelindo Terminal Petikemas Surabaya was born from a holding company where there is PT. Pelindo I, PT. Pelindo II, PT. Pelindo III and PT. Pelindo IV became PT. Pelindo (HO). PT. Pelindo III is located in Surabaya after its parent company carried out a merger which resulted in the emergence of PT. Pelindo Container Terminal Surabaya. PT. PT. Pelindo Terminal Petikemas Surabaya in the development of human resources with the status of Organic employees faces problems related to the influence of talent management, human resource planning and career

development on employee performance in the last 2 years after the merger of PT. Pelindo. The cause of the decline in the influence of talent management, HR planning and career development is the mapping of new human resources and policy changes implemented by the Head Office (HO) within PT. Pelindo Terminal Petikemas Surabaya so that this has a very significant influence on employee performance and career development. Currently, competition in the business world is getting tighter, faster and more dynamic. This is due to the number of companies that compete in the advancement of human resources and market aspects. Thus, the flow of globalization presents challenges for business people in maintaining their opportunities and seizing new opportunities (Yuli Angliawati & Fatimah Maulyan, 2020).

The strategic role of PT. Pelindo III in its human resource management system (Strategic Human Resource Management) improves the quality of employee performance. The initial implementation of talent management using The Talent Powered Organization Model on employees with Organic (Permanent) status has been very effective before PT. Pelindo III joined. Many competent and professional employees produce superior, talented and competitive human resources, by applying The Talent Powered Organization Model. Where this model, if applied in the talent strategy, will be an input in the talent employee cycle (Define-Discover-Develop-Deploy) and produce employee performance output that leads to business results. The problem that exists today is the influence of talent management on the performance of employees of PT. Pelindo Terminal Petikemas Surabaya, the lack of effective implementation of talent management in human resource management, makes employees less than optimal in every job task, employee talent development, employee training, facility maintenance, career promotion and employee mutation in the context of transformation related to the company's business. As evidenced by 70% skills, 55% action, 68% experience and 83% performance, this is a reference for developing effective talent management in the company. Talent management has a significant influence on employee performance Talent management encompasses a series of processes that companies undertake in identifying, developing, retaining, and placing the right people in the company for business purposes (Tri Saputra et al., 2020). In order for human resources to be able to optimize digitally accompanied by good talent management planning to produce maximum performance, it is therefore necessary to improve human resource performance optimally and efficiently (Darmawan & Anggelina, 2022) .

To optimally improve the quality of employee performance, resource planning, especially adequate human resources, is needed to achieve the company's main goals. HR planning has a positive effect on employee performance. In HR planning, it can be prepared in the long and short term and can be used to set strategies to be implemented. PT. Pelindo Terminal Petikemas Surabaya in terms of HR planning on employee performance in the last 2 years has decreased , due to the merger process so that the optimization is not perfect. Through external and internal HR planning in the Company, 70% of the 100% data globally is obtained after the Company's pre-merger. There are obstacles such as reduced employee performance evaluation, lack of identification of employees who have talents, employee development and training. This causes the level of employee performance to decrease and there needs to be significant changes in human resources to achieve the company's goals. Employee performance is the result of a process that is referred to and measured within a certain period of time based on predetermined provisions or agreements (Veronica et al., 2023) . It can be concluded that human resource planning is a strategy to determine the quality and quantity of human resources in the future (Taroreh et al., 2016) .

In addition to talent management and HR planning, there are other variables that can affect employee performance at PT. Pelindo Terminal Petikemas Surabaya is career development. Career development in all companies is a dream for all competent and top-performing employees. Career development can provide positive energy (comfortable, happy and enthusiastic) to every employee, career refers to the improvement of each individual's performance According to Krumboltz, the theory in career selection is influenced by 4 main factors, including genetic factors and special environment (ability and interest), learning factors (feedback and experience), work environment factors (competition and demand) and control factors (expectations and beliefs). PT. Pelindo

Terminal Petikemas Surabaya in the career development of its employees is uncertain, there are obstacles including the length of employee career development because it is a recommendation from the leadership, having to move or transfer tasks to subsidiaries first for several years, and there is no consistency. planning regarding how many years of promotion or career of employees. So that the human resources used in managing and managing all aspects of commercial or public companies are not properly structured. Things that affect an employee's career consist of the attitude of superiors, colleagues and subordinates, experience, education, success and destiny (Nugraha et al., 2022). This factor is influenced by physical and non-physical abilities such as the intelligence and mentality of each employee (Umam & Atho'illah, 2021). It is hoped that PT. Pelindo Terminal Petikemas Surabaya has a career development management process to support employee performance in the short and long term. Employee performance is a picture of the good and bad policies implemented to achieve the company's common goals, vision and mission

From the above phenomenon, it was found that there was a research gap, namely the Evidence Gap. Evidence Gap is a gap in research evidence which is a gap point between a phenomenon and evidence in the field. Based on the results of the study, it is proven that Talent Management has a positive and significant effect on Employee Performance (Rachmadinata & Ayuningtias, 2017). This is different from the results of other studies that prove that Talent Management has no effect on Employee Performance (Ivana & Marzuki, 2023). From the results of the study, the Human Resource Planning variable shows a positive but significant influence on employee performance (Blikololong, Mikael Laba & John EHJ, 2022). However, it is different from other research results that prove that Human Resource Planning has a negative effect on Employee Performance (Huzaini, 2020). Then from the Career Development variable, the researcher obtained results that had a positive and significant effect on employee performance (Nugraha et al., 2022) . Meanwhile, the results of other studies prove that Career Development has a positive and insignificant effect on Employee Performance (Robby & Angery, 2021). Of the many studies conducted by previous researchers regarding the variables that affect employee performance, there are inconsistencies between variables. This is the basis for research to find out how talent management, HR planning and career development can affect employee performance.

The Influence of Talent Management

Talent management is one of the important components in the success and development of human resources in every company, because the success of a company can be seen or measured from the performance of competent employees so far. Employee talent is the main key to having strategic and accurate thinking, being able to inspire other employees, having functional skills and being able to create results. The model of an integrated talent management system must be in line with the company's strategy and business strategy, so as not to deviate from the company's main objectives. The influence of talent management on large companies provides better benefits and value, especially in the field of human resource management (Employees). Where, employees are able to have managerial, socio-cultural, management training, technical and organizational development competencies (Divya Malika & Aminuddin Irfani, 2022). For a decade, the organization's experience in various talent management studies has included a performance framework that includes recruitment and selection processes, orientation processes, work management processes, recognition and retention processes, education and training processes, and cadre development processes (Succession Planning) (Agustiani, 2019). Talent Management can be one of the strategies that companies can implement to improve the soft skills of each of their employees. In addition, one of the main concerns of companies in talent management systems is to always evaluate, develop teams, meet company targets, be able to work together and achieve good results. Basically, talent is expected to be able to increase competitive advantage, organizational performance and maximize organizational productivity. In talent management there are processes that are related or related to each other, and there are 4 talent management processes, namely Inclusion, Engagement, Competencies and Retention (Savitri & Suherman, 2018).

HR Planning

Human resource planning in a company or organization must be carried out intensively. This can affect whether a company can develop well or not. Human resources are the heart of an organization or company, without human resources an organization or company cannot run. HR planning is a process of determining labor needs based on the criteria for development, implementation, and control of needs combined with company planning in order to create the right placement of employees, sufficient numbers, and economically beneficial (Helmiyatun, Saputra, Eka Kurnia, Niswah, Choirun, Bagho, Kosmas Lawa, Fuada, 2022). Human resources are the most important factor for a company in addition to other human resource factors in the form of capital, because human resources must be managed properly to increase effectiveness and efficiency, so good planning is needed. HR planning is defined as a way to determine the needs of the workforce in a certain period, both in terms of quality and quantity in a certain way (Of et al., 2017). HR planning is prepared to ensure the needs of employees in an organization and company so that their needs can be met properly. Human resource planning is a component that must and must be done first to determine the work index to be carried out. And one of the things that must be considered in human resource planning is when the recruitment process is carried out. Human resource planning can have a positive influence on employee performance. The statement that human resource planning variables are not significant to employee performance (Putra & Aznedra, 2021). There are 5 indicators in human resource planning, namely (Saputra et al., 2020).

Career development

Career Development is a condition or situation that shows an increase in the status of an employee in a career path that has been determined by the company. Through career development will provide benefits for individuals or organizations. The career development system carried out by the company will increase employee productivity, reduce Labor Turn Over and increase employee promotions or ranks. For an individual, career development is a lifelong process to be ready to be chosen, make choices, and continuously make choices from various kinds of jobs in society. Career development is also determined by the dynamic interaction between individuals, contextual, mediation, environment and output factors (Julianita, 2018). Career development can directly have a positive influence on employee performance, so that employees can complete their work better and the company expects employees to give feedback to the company (Wulandari & Sholihin, 2019). Organizational career development is a result of the interaction of an individual's career with the institution's (organizational) career management process. A career is indispensable for every individual in the company environment, because it supports sustainable performance, social status, company success and has a positive influence on the environment. For organizations, career development provides a guarantee that employees will be available to fill vacant positions in the future. Career development is a form of appreciation for employees to move up to better positions and plan careers that have a reciprocal impact on the company. There are several factors that can affect career progression, job performance, networking, exposure, loyalty to the organization, mentors and sponsors, opportunities to grow and develop (Robby & Angery, 2021).

Employee performance

Performance is a form of applying the theory of balance, where a person will show expertise and soft skills optimally to obtain benefits and persuasion in a job fairly and reasonably (Reasonable). In essence, employee performance will run optimally if the employee receives some form of award or appreciation for the results of their performance. Employee performance has benefits where these benefits are the impact of individual achievements in a company that are shown directly and beneficial to other employees. According to (Massie, 2015) Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. Employee performance can be affected by the job training organized by the company. The effect of job training on employee performance systematically shows the consistency of training results (Ferry, 2018). Performance or what is called performance is the achievement of work achievements and the achievement of work results, both individually, in groups, and organizations. Performance management focuses more on planning and improving future

performance (short-term and long-term) so that it does not focus on past evaluation problems. Employees will be more productive in carrying out a job if there is workforce development that improves employee skills and knowledge. There are several factors that can be assessed from employee performance, namely quality, work quantity, personal characteristics, customer orientation, teamwork, technical ability, discipline, morale, motivation to achieve, self-development and initiative (Yusran & Id, 2018). Peer Relationship (Interpersonal Impact) is an employee's ability to develop a sense of mutual respect for each other and work together with other employees and subordinates.

The conceptual framework and hypothesis of the research are as follows:

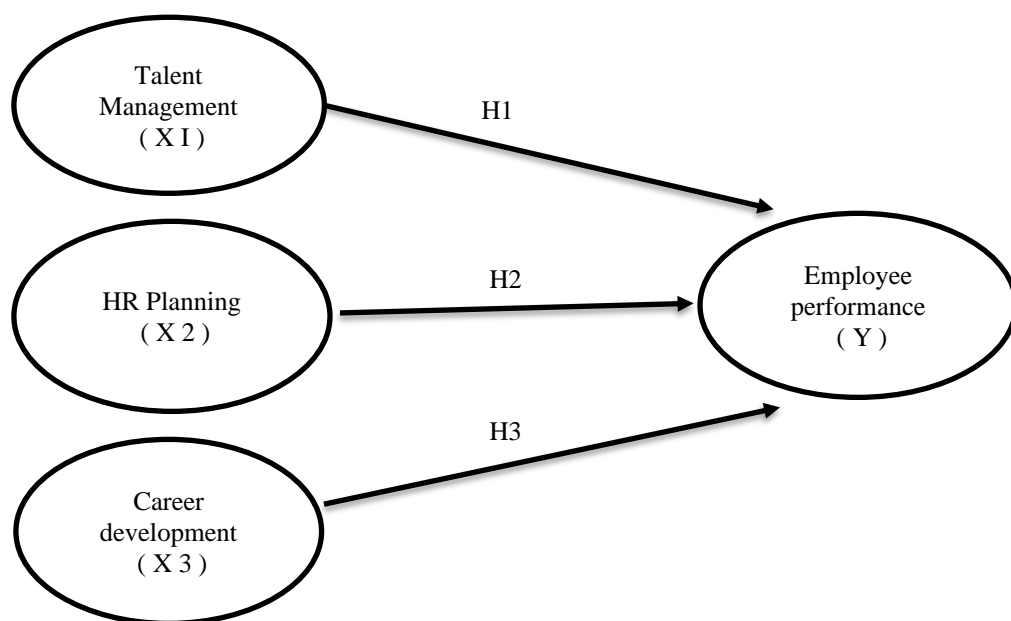


Figure 1. Conceptual Framework

Source : Research Processing

Hypothesis :

1. H1 : The influence of Talent Management (X1) on Employee Performance (Y)
(Rachmadinata & Ayuningtias, 2017)
2. H2 : HR planning (X2) affects employee performance (Y)
(Blikololong, Mikael Laba & John EHJ, 2022)
3. H3 : Career Development (X3) affects Employee Performance (Y)
(Nugraha et al., 2022)

METHODS

This research was conducted at PT. Pelindo Surabaya Container Terminal. The population of this study is employees of PT. Pelindo Container Terminal which has Organic (Permanent) status is registered with the company with a total of 222 employees. The sample technique used in this study is the Non Probability Sampling technique. Non Probability Sampling is a sampling technique of 222 employees with criteria determined by the researcher (not working in the field, permanent employees) (Ivana & Marzuki, 2023). The method used in Non Probability Sampling is Purposive Sampling. The number of respondents in this study was 69 respondents taken from all employees of

PT. Pelindo has Organic status. The sample size that is feasible in the study is between 30 to 500 samples (Sugiyono, 2007). The type of research used is quantitative research (Robby & Angery, 2021). This data includes primary data and secondary data. Primary data was obtained from employees of PT. Pelindo Container Terminal Surabaya with the status of Organic (Permanent) employee. Secondary data was obtained from previous research. The data collection method was carried out by distributing questionnaires directly to respondents in accordance with the predetermined sample criteria and observations were made directly to the research object (Rusjiana, 2016). The data collection technique in this study uses an interval scale where answers are measured using a likert scale of 1-5. Technical data analysis uses external and internal models, while data testing uses Smart Partial Squer (PLS) software version 3.0. With stages, testing the outer model as proof of validity and estimating the reliability of indicators and constructs. Goodness testing, as a tester of the predictive power of the model and the feasibility of the model. And the inner model test as a significant tester of the influence of exogenous variables on endogenous variables.

RESULTS AND DISCUSSION

RESULT

Outdoor Models

Convergence Validity Test

Stages in working on Smart Partial Squer (PLS) version 3.0. i.e. calculating the Convergent Validation Test on the Smart Partial Squer Output on the Outher Model to determine the convergent validity of the questionnaire results

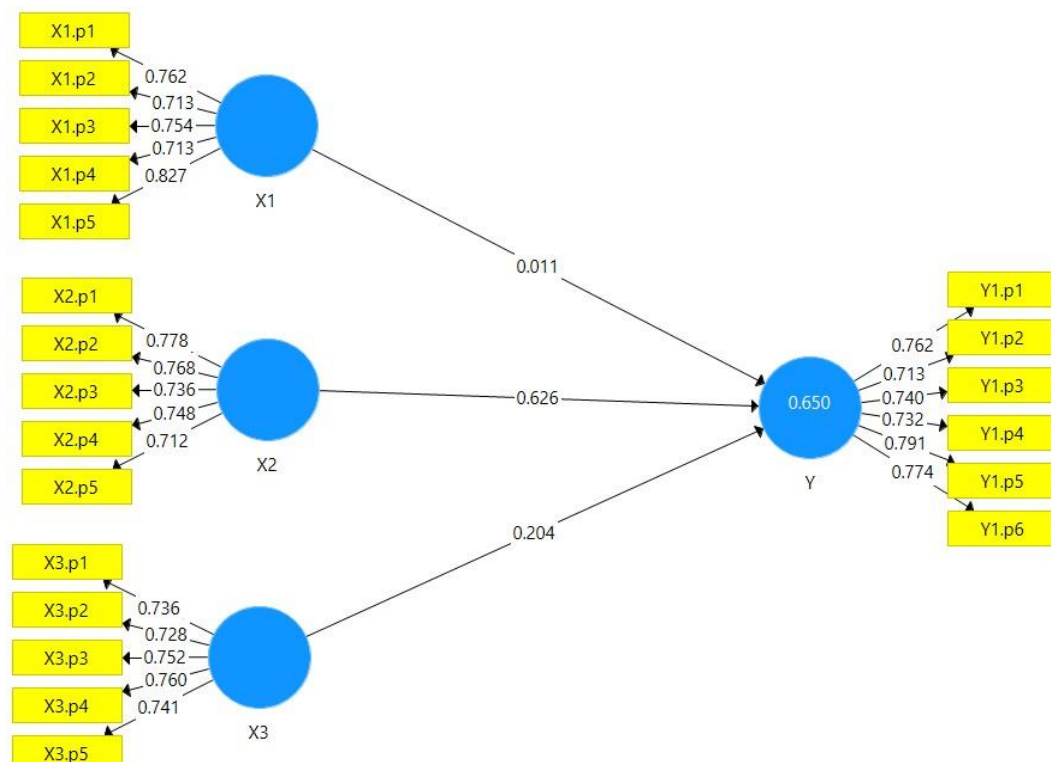


Figure 2 . Source Outdoor Models

Source: *Output Smart Partial Squer (PLS) version 3.0.(2023)*

that we distributed. Convergent validity is the relationship between X and Y indicators to assess the extent to which the indicator can explain each related variable (Latent Variable). In the Outer Model test, there are several stages that must be carried out, including Convergence Validation, Discrimination Validation and Composite Reliability Test [34]. The results of the Koverger Validation Test measurement can be seen in Figure 2 below:

Figure 2 shows that an indicator has a loading factor value of > 0.700 , where a large loading factor indicator indicates that it measures the strongest (dominant) variable. Each indicator, Talent Management (X1), HR Planning (X2), Career Development (X3) and Employee Performance (Y) has a $>$ value of 0.700. This is the basis for this research to be continued to the next stage,

Convergence Validity Test

Table 2. Loading Factor Results

	Employee Performance	Talent Management	Career Development	HR Planning
X1.p1		0,762		
X1.p2		0,713		
X1.p3		0,754		
X1.p4		0,713		
X1.p5		0,827		
X2.p1				0,778
X2.p2				0,768
X2.p3				0,736
X2.p4				0,748
X2.p5				0,712
X3.p1			0,736	
X3.p2			0,728	
X3.p3			0,752	
X3.p4			0,760	
X3.p5			0,741	
Y1.p1	0,762			
Y1.p2	0,713			
Y1.p3	0,740			
Y1.p4	0,732			
Y1.p5	0,791			
Y1.p6	0,774			

Source : Smart Partial Squer (PLS) output version 3.0. (2023)

In table 2, it can be seen that the Loading Factor value of each variable (Instrument) is eligible, because it is above > 0.700 and can be declared valid for all indicators, because it has met the correlation value. From the results of this Loading Factor, the research can be continued at the next stage .

Table 3. Average Variance Extracted (AVE)

Employee Performance	Average Extracted Variance (AVE)
Talent Management	0,566
HR Planning	0,570
Career Development	0,554
	0,561

Source : Smart Partial Squer (PLS) output version 3.0. (2023)

In table 3, it can be seen that the Average Variance Extracted (AVE) value is above > 0.5 for each variable. This shows that the value of the Average Variance Extracted (AVE) indicator is valid. It

can be concluded that if all the above variables > 0.5 then it can be used to measure the magnitude of the indicator supported by its construct (Pransiska, Lisa Ayu, 2020).

Discrimination Validity Test

The validity test of discrimination is carried out to ensure that each concept in the type of variable is different from other variables. And this Discrimination Validity Test is to determine the accuracy of the measuring tool in carrying out its measurement function. Discrimination Validity Testing by applying the Fornell Larcker Criterion Test can be seen in table 4 below.

Table 4. Fornell Larcker Criteria Results

	Employee Performance	Talent Management	Career Development	HR Planning
Employee Performance	0,753			
Talent Management	0,554	0,755		
HR Planning	0,710	0,693	0,774	
Career Development	0,796	0,640	0,796	0,749

Source : Smart Partial Squer Output (PLS) version 3.0. (2023)

It can be seen in table 4 where the Fornell Larcker Criterion value is above > 0.7 indicating that it has met the requirements and can be said to be valid.

Composite Reliability Test

Table 5. Cronbach's Alpha Results and Construct Reliability

	Alfa Cronbach	rho_A	Composite Reliability	Average Extracted Variance (AVE)
Karyawan Performance	0,847	0,848	0,887	0,566
Talent Management	0,811	0,823	0,868	0,570
HR Planning	0,799	0,803	0,861	0,533
Career Development	0,804	0,805	0,864	0,561

Source : Smart Partial Squer Output (PLS) version 3.0. (2023)

Table 5 shows that the values of Cronbach's Alpha and Construct Reliability are above 0.7, this shows that the values in the Cronbach's Alpha and Construct Reliability Test are reliable.

R-Square Test

R-Square is used to measure whether or not an independent variable is good. The criteria for the value of the determination coefficient of 0.67 is Good, a value of 0.33 is Medium (Moderate) and a value of 0.19 is Weak [35].

Table 6. R-Square Value

	R square	Customized Square R
Employee Performance	0,650	0,634

Source : Smart Partial Squer Output (PLS) version 3.0. (2023)

Based on table 6, it is known that the R-Square value of the employee performance variable (Y) is 0.650 or 65%. The value of the variable (Y) identified as 0.650 was categorized as moderate. From table 6, it can be seen that the variables Talent Management (X1), HR Planning (X2) and Career

Development (X3) are 65%. And the remaining 35% was influenced by other variables that were not studied in this study.

Inner Model

Hypothesis Test

In this study, it is necessary to test the hypothesis to find out whether the value is significant or not in the research. By paying attention to the significant values of Original Sample, Tstatistics and P-Values.

Table 7. Path Coefficient

	Original Sample (O)	Average Sample (L)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Talent Management -> Employee Performance	0,011	0,034	0,117	0,095	0,924
Career Development -> Employee Performance	0,204	0,215	0,112	1.831	0,071
HR Planning -> Employee Performance	0,626	0,607	0,144	4.359	0,000

Source: Smart Partial Squer (PLS) output version 3.0. (2023)

In table 7, it can be seen that the Original Sample (O) value for the Talent Management variable on Employee Performance has an Original Sample (O) value of 0.011, meaning that the Talent Management variable contributes 1.1%. Furthermore, the Original Sample (O) value of the Career Development variable on Employee Performance has an Original Sample (O) value of 0.204, meaning that the Career Development Variable contributes 20.4%. And the Original Sample (O) value in the HR Planning variable is 0.626, which means that the HR Planning variable contributes 62.6%. From these results, it is proven that the independent variable to the dependent variable has a positive role.

The influence of Talent Management on employee performance in table 7 shows t calculated at $0.095 < t$ table 1.66, and the result is a significant value (P Values) of $0.924 > 0.05$, where H_0 is accepted and H_1 is rejected. It can be concluded that Talent Management (X1) partially has a positive and insignificant influence on Employee Performance (Y).

The influence of HR planning on employee performance in table 7 shows a t calculation of $4.359 > t$ table 1.66, and a significant result (P Values) of $0.000 < 0.05$, where H_0 is accepted and H_2 is accepted. It can be concluded that HR Planning (X2) partially has a positive and significant influence on Employee Performance (Y).

The effect of career development on employee performance in table 7 shows that t counts of $1.831 > 1.66$ and P Values of $0.071 > 0.05$, where H_0 is accepted and H_2 is rejected. It can be concluded that Career Development (X3) partially has a positive and insignificant influence on Employee Performance (Y).

DISCUSSION

From the results of tests related to talent management on employee performance, it can be concluded that it has a positive and insignificant influence on employee performance at PT. Pelindo Surabaya Container Terminal. This study shows that Talent Management at PT. Pelindo Terminal Petikemas Surabaya has the highest score at (X1.p5) with the statement "The talent development process is very necessary to reduce the decline in employee performance" and (Y1.p4) "All employees can use

existing facilities to support the company's performance" with the highest score from the respondent indicators, then PT. Pelindo Terminal Petikemas Surabaya has produced positive results, where through an effective talent development process, all employees can take advantage of existing facilities to improve the intellectual performance of the company and employees, as well as reduce the risk of decreased productivity, but these facilities do not have a significant impact. It has an impact on employee performance, because employees already have personal facilities for intellectual development in the form of mobile phones, laptops to support performance. This research is in line with previous research (Maronrong & Arina, n.d.) which states that Talent Management has a positive and insignificant effect on employee performance. This is different from other studies that state (Rachmadinata & Ayuningtias, 2017) that Talent Management has a positive and significant effect on employee performance. Talent management can be carried out significantly if employees are placed according to their respective talents, resulting in professional performance contributions in their fields.

From the results of tests related to HR planning variables on employee performance, it can be concluded that it partially has a positive and significant influence on the performance of employees of PT. Pelindo Terminal Petikemas Surabaya, then the hypothesis of the two variables is accepted. This means that HR planning can have a significant positive influence on employee performance, taken from the highest score on the indicator (X2.p3) "The company is obliged to provide salaries according to existing regulations" and in (Y1.p4) "All employees can use existing facilities to support the company's performance" in this case PT. Pelindo Terminal Petikemas Surabaya accepts the implementation of human resource planning which is to support the performance of company employees by providing salaries according to the provisions, and to support employee performance given freedom in using the company's facilities in working. In employee welfare, the company will provide payments in the form of old-age insurance, holiday benefits, health insurance, savings, etc. (Salah et al., 2021)

This has a significant positive impact on the sustainability of the performance of PT. Pelindo Terminal Container Surabaya. Where these facilities can be used properly and correctly by employees, and the available facilities include conference rooms, zoom, sports, laptops, etc. Tangible evidence in supporting the career of employees within PT. Pelindo Terminal Petikemas Surabaya is each sub-directorate or division holds skill seminars and promotion exams for employees who want to support their careers, this is done every 1 year 2x. This research is in line with previous research (Jonathan & Tholok, 2023) which states that HR Planning has a positive and significant influence on Employee Performance and (Pranogyo & Hendro, 2023) stated that Human Resource Planning has a positive and significant influence on Employee Performance. However, it is different from other studies that state (Huzaini, 2020) that human resource planning has no effect on employee performance at PT. Manado Mitra Mandiri.

From the results of tests related to career development variables on employee performance, it can be interpreted that it partially has a positive and insignificant influence on the performance of employees of PT. Pelindo Container Terminal Surabaya. Career development is not significant to employee performance, as seen from the highest score in the indicator (X3.p5) "Every individual feels happy and satisfied if they get a promotion in the company" and (Y1.p4) "All employees can use the existing facilities to support the company's performance" in this case PT. Pelindo Terminal Petikemas Surabaya provides an opportunity to get a promotion in the company for each individual employee who is selected, while all employees can freely use the existing facilities to support the company's performance and the promotion of the position is considered less effective for employees who are not selected for promotion so that it does not have an insignificant influence on career development on employee performance. Because the selection process is based on likes and dislikes, procedural in the promotion of positions in the company including opportunities, abilities, fairness and procedures (Siswanto, 2020). This is in line with the theory of (Rahayu, 2017) promotion of positions as a means that can encourage employees to be better, enthusiastic in their work and must be done effectively so that they are welcomed by all parties without anyone feeling disadvantaged.

This research is in line with previous research (Sehla Indah Sari, Pompong B Setiadi, 2022) which stated that career development had a positive but not significant effect on PT. Rosalia Express Surabaya and according to research (Setiyaningrum, 2019) stated that career development had no significant and positive effect on employee performance. This is in contrast to other studies that state (Gaho, 2023) that career development has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research conducted by researchers in the field regarding the Influence of Talent Management, HR Planning and Career Development on Employee Performance at PT. Pelindo Container Terminal Surabaya, it can be concluded that:

Management Talent has a positive and insignificant effect on employee performance at PT Pelindo Terminal Petikemas Surabaya. This can be inferred from the highest respondent, namely PT. Pelindo Terminal Petikemas Surabaya has produced positive results.

HR planning has a positive and significant effect on the performance of employees of PT. Pelindo Container Terminal Surabaya. It can be concluded that to support the performance of employees, the company provides salaries in accordance with the provisions, and to support the performance of employees are given freedom in using the company's facilities at work.

Career Development has a positive and insignificant effect on the Employee Performance of PT. Pelindo Container Terminal Surabaya. And it can be concluded that PT. Pelindo Terminal Petikemas Surabaya provides the opportunity to get a promotion in the company for each individual employee who is selected, while all employees can freely use the existing facilities to support the company's performance and position promotion.

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