

Talent Management Ability and Motivation on Employee Performance and Job Satisfaction as Intervening Variables of Bank Aceh Syariah Province of Aceh

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Abstract. *Many institutions need to pay more attention to the fact that employee abilities and motivation significantly influence the company's progress. Because of that, it is necessary to conduct research trials on whether abilities in their fields and motivation affect employee performance. Collecting data in this study used a quantitative method with a sample of 150 employees at Bank Aceh Syariah. The results of the study state that talent management is essential for companies because they work according to the desired field. Likewise, motivation also has a significant contribution to employee morale. It can be concluded that talent management and inspiration have a considerable influence on improving employee performance.*

Keywords: *Talent Management, Motivation, Employee Performance and Job Satisfaction, Bank Aceh Syariah Province of Aceh*

INTRODUCTION

Bank Aceh's performance is gradually improving, in line with the community's economic improvement during the pandemic. In 2022 Bank Aceh managed to record assets of IDR 28.77 trillion, growing 2.12 percent from 2021 of IDR 28.17 trillion. However, Third Party Funds were recorded at IDR 22.98 trillion, a decrease of 4.34 percent from 2021 of IDR 24.02 trillion. This is due to the higher absorption of regional government funds which directly reduces deposition of funds in banks. In terms of financing, bank intermediation continues to improve with financing disbursement of IDR 17.33 trillion, growing 6.05 percent compared to 2021 of IDR 16.35 trillion. Another indicator that shows positive performance Bank Aceh managed to record a net profit of IDR 436.72 billion, growing 11.37 percent from 2021 of IDR 392.13 billion. Overall, Bank Aceh managed to show better performance and grow. This achievement obtained by Bank Aceh Syariah

cannot be separated from the role of employees who continue to show their best performance so that this bank achieves this.

Talent management according to Isanawikrama (2016) means that talent management is a concept starting from how to plan, acquire, develop, and maintain talent. In other words, talent management is not just a single process or how the development program works, but includes a series of processes. Nisa (2016) suggests that talent management is a process of identifying a series of initiatives. In addition, how are the company's efforts to develop and retain employees who have talent. To create business excellence and achieve the company's vision, an alignment of employees that is in accordance with strategic qualifications and optimizing employee performance is needed. Research conducted by Rahmawati (2019); Ngui et al. (2021); & Khalil et al. (2022) found that talent management has an effect on employee performance.

Another factor that affects employee performance is motivation. Motivation is defined as how individuals direct their power and potential so that they are willing to work together productively and enthusiastically to achieve and realize predetermined goals (Hasibuan, 2016; Amin et al., 2021). The importance of motivation given to employees will make employees more enthusiastic in carrying out the tasks assigned to these employees. Ishaya (2017) states that by providing high motivation to employees, the higher the work productivity of these employees. Research conducted by Kumari (2021); Okine (2021); and Subha & Bhattacharya (2022) found that motivation can improve employee performance.

For companies, it is not only employee performance that needs to be improved, but also employee satisfaction with the work done. Job satisfaction is another factor that affects employee performance. Job satisfaction and performance have a very close relationship (Eliyana et al. 2019). Job satisfaction is a positive and optimistic emotional state for evaluating work results and work experience (Padmanabhan, 2021; Ingtyas et al., 2021). High employee job satisfaction will usually improve employee performance. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective (Eliyana et al. 2019). An employee's job satisfaction is highly dependent on matters related to his work (Seema et al. 2021). Employees will get job satisfaction if there is stability and stability in their work, both career and world of work (Kader and Saini 2021). Research conducted by Rodrigo et al. (2022); Egenius et al. (2020); Susanto et al. (2022) found that job satisfaction has an effect on improving employee performance.

This study combines two variables in analyzing their impact on employee performance, as well as job satisfaction in this research is also an intervening variable to analyze the indirect impact between talent management and career development variables on employee performance. As for several studies that found a connection with the use of customer satisfaction as an intervening variable found in research conducted such as research conducted by Katharina and Dewi (2020) which used career development variables in analyzing its effect on employee performance with job satisfaction as the mediating variable. In addition, research conducted by Wickramaaratchi & Perera (2020) uses the talent management variable to analyze its effect on employee performance with job satisfaction as the mediating variable. Likewise, Kumari et al. (2021) uses the motivational variable in analyzing its effect on employee performance with job satisfaction as the mediating variable. However, it is still rare to find research that combines these five variables in one study. The use of research objects at PT Bank Aceh Syariah in Aceh Province is still rarely found in previous studies related to similar research topics. Therefore, based on the background explanation above, this study will analyze talent management skills and motivation on employee performance and job satisfaction as intervening variables at Bank Aceh Syariah Aceh Province.

LITERATURE REVIEW

Employee Performance

The performance of a company will increase if there is cooperation and good relations between leaders and employees. This is because by improving employee performance it will improve company performance (Arda, 2017). Performance is an abbreviation of the kinetics of work energy (Wirawan, 2009; Purba et al., 2019). According to Rivai (2005) Performance is the level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities such as work standards, targets or goals or criteria that have been determined in advance and have also been mutually agreed upon. Performance is what employees do or don't do (Mathis and Jackson 2003). Employee performance is also interpreted as an employee's ability to perform a particular expertise (Sinambela, 2012; Purba et al., 2018). Mangkumanegara (2009), performance is the result of work in quality and quantity achieved by an employee or employees in carrying out their duties in accordance with the responsibilities given to them.

Employees who have certain desires or motivations will be able to push themselves to achieve the performance expected by government agencies. Performance appraisal is a formal system for periodically checking or reviewing and evaluating a person's performance. According to Mangkuprawira (2003) a performance appraisal approach should identify related performance standards, measure criteria, and then provide feedback to employees and the HR department. Employee performance appraisal is different from employee job evaluation. The overall performance assessment is related to how far the employee has carried out the tasks and responsibilities assigned by the organization to him. Human resources as actors who play an active role in moving the company in achieving its goals (Prawirosentono, 1999; Siahaan et al., 2022). Performance is the process by which the organization evaluates or assesses employee performance (Handoko, 2001). Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results (Rivai, 2005). Performance is the level of employee work results in achieving the job requirements given (Simamora, 2004).

Job satisfaction

Colquitt et al. (2009) defines job satisfaction as a pleasant emotional state from the assessment of one's work or work experiences. According to Hasibuan (2005) defines job satisfaction as a pleasant emotional attitude and loves his job. Job satisfaction is a set of employees' feelings about whether their job is pleasant or not (Davis and Newtron, 2008). According to Mangkunegara (2009) which defines job satisfaction is a feeling that supports or does not support an employee's self related to his work or with his condition. Job satisfaction can also be interpreted as the extent to which individuals feel positively or negatively various factors or dimensions of the tasks in their work. Job satisfaction is influenced by many factors, such as salary, relationship with superiors, co-workers, work environment and rules. According to Robbins (2006), job satisfaction refers to the general attitude of an individual towards his work. Someone with a high level of job satisfaction shows a positive attitude towards the job, someone who is dissatisfied with his job shows a negative attitude towards the job.

Talent Management

According to the opinion expressed by Dessler (2013) defines talent management as a goal-oriented and integrated planning process, recruiting, developing, managing, and compensating employees. According to Sareen and Mishra (2016) talent management can be defined as the

process of recruiting, training, managing, developing, appraising, and maintaining an organization's most valuable resource, namely people. According to Kehinde (2012) talent management is the implementation of an integrated strategy or system designed to increase productivity in the workplace by developing better processes to attract, develop, retain and utilize people with the skills and proficiency needed to meet current and future business needs. front.

According to Smilansky (2008) the purpose of talent management is to develop a superior team within the organization in facing competition, to obtain replacement candidates for key positions in the organization, to enable mutual filling between new executives from various functional, geographic and business backgrounds so as to develop innovation and to make the best possible use of internal resources in the organization, to develop the necessary career opportunities, to build a culture capable of encouraging the best executives to perform at the peak of their potential, to ensure that there are opportunities for talented employees to rise quickly, so as to be able to promote there is a diversity of executives in key positions, to design an assessment process that results beyond the manager's perspective, and to build a sense of ownership of the best employees.

Motivation

Motivation according to Mangkuprawira & Hubeis (2007) is the encouragement that makes employees do something in a way to achieve certain goals. Meanwhile, according to Robbins (2010), motivation refers to the process in which a person's efforts are energized, directed and sustained towards achieving a goal. Referring to the idea expressed by Robbins and Judge (2013), that the definition of motivation is as a process that explains a person's strength, direction, and persistence in an effort to achieve a goal. According to Gail and Russell (2001), motivation has three qualities that are included in each definition, namely: (1) Assuming there is power from within, (2) Motivating to work, (3) Determining the direction of action. Furthermore, Kast and Rosenzweig (2005), define motivation as something that moves a person to act in a certain way or to develop a characteristic behavioral tendency. The definition of motivation is also conveyed by Duttweiler (2006) is a factor that drives, directs and supports continuously increasing results. While the opinion expressed according to Dessler (2006), most psychologists believe that all motivation comes from a tension that occurs when one or more important needs are not met.

RESEARCH METHOD

Explanatory research is used in this study to find and limit research so that it is applicable and researchable (Zikmund, 2000). This research is a verification which according to Nazir (2017) explains the verification research design is a research method that aims to determine the causal relationship (cause and effect) between variables through a hypothesis testing using statistical calculations, and in the end the results will be obtained proving that shows the hypothesis accepted or rejected. The variables used are talent management, career development and motivation as independent variables; job satisfaction as an intervening variable; and employee performance as the dependent variable. All data from variables were processed using a structural equation model analysis with a partial least square approach that was processed in SmartPLS software. This research was conducted at PT Bank Aceh Syariah Aceh Province. The reason for choosing this object is because PT Bank Aceh Syariah Aceh Province wants to ascertain the factors that can improve employee performance and job satisfaction thereby increasing company performance. Data collection will be carried out in June 2023. The population in this study are employees at PT Bank Aceh Syariah Aceh Province.

This research refers to the first rule, so the researcher determines the number of samples using the maximum likelihood estimation method of 150 respondents. The sampling technique has 2 techniques namely, Probability Sampling and Nonprobability Sampling. The sampling process in this study used a non-probability technique, this technique means that not everyone in the population has the same opportunity to become a sample from the sampling unit of this study (Malhotra 2010). Each variable in this study is measured in a Likert scale score which is arranged based on a scale of 5 (five) or a Likert scale implemented in five options, namely: SS (Strongly Agree) has a score of 5, S (Agree) has a score of 4, N (Neutral) has a score of 3, TS (Disagree) has a score of 2, and STS (Strongly Disagree) has a score of 1. The variables studied in this study are talent management and career development as independent variables, job satisfaction as intervening variables, and performance employees as the dependent variable.

RESULT AD DISCUSSION

The Effect of Talent Management on Job Satisfaction

Talent management is currently felt to be very important. Surveys from various world institutions and discourses from several authors identify that talented employees and leaders are increasingly difficult to find. Some experts argue that talented employees are exceptionally competent employees with high potential that can significantly affect organizational performance and they argue that talent management pays attention to key individuals, namely competent people who will later be in peak (Smilansky, 2008; Purba et al., 2023).

Talent management strategies are not only linked to improved organizational results but are also an important factor in shaping employee attitudes. Jobs with an advanced scope and allied growth potential lead to increased job satisfaction and performance. Organizations are primarily concerned with achieving better levels of employee performance at lower costs, obtaining satisfaction from their jobs is the most important factor for better employee performance (Theo & Voordt 2004). Satisfaction drives commitment, and then we can expect that there will be a high level of organizational commitment on the part of the employee (Preez and Bendixen, 2015). The problem that limits organizational progress is the difficulty in dealing with employee satisfaction. It is possible that employee satisfaction reflects the financial status of the organization (Cao and Chen, 2016). Especially successful organizations are more likely to have various talent management strategies to increase employee job satisfaction; while higher levels of job satisfaction can help motivate employees, which in turn increases organizational productivity and profits. Research conducted by Dixit and Arrawatia (2018); and Wickramaatchi (2020) found that talent management has a direct effect on employee job satisfaction.

The Effect of Motivation on Job Satisfaction

Every organization always expects employees with high work motivation, because high work motivation will increase work productivity. The importance of motivation because motivation is something that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results (Hasibuan, 2016).

Motivation is the provision of driving force that creates the excitement of one's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction (Hasibuan, 2016). Apart from being determined by their work motivation, employee performance is also determined by their job satisfaction (Hasibuan, 2016). Employees who have

high work motivation will work according to applicable standards and in accordance with a predetermined time, require little supervision, and build a conducive work atmosphere to work. The better the motivation given to employees, the employee job satisfaction will increase. Tardie and Umar (2022) conducted research on 355 workers who did WFH during the Covid-19 pandemic. The results of this study found that employee motivation has a direct effect on employee job satisfaction. In addition, Sudiardhita et al. (2018); Kumari et al. (2021); & Ekhsan (2019) also found that employee motivation has a direct effect on employee job satisfaction.

The Influence of Talent Management on Employee Performance

Talent management is a process carried out by the company as a step to ensure there is a leader who can fill key positions in the future and positions that support all the core competencies needed by the company (Pella & Afifah, 2011). Talent management has a positive effect on performance, meaning that the higher the talent management provided, the better employee performance will be (Octavia and Susilo, 2018). Talent management is one of the factors that can affect employee performance (Dixit & Arrawatia 2018). This statement is reinforced by research by Tash et al. (2016) which shows that there is a significant positive relationship between talent management and employee performance.

The Effect of Motivation on Employee Performance

Motivation is a process of stimulating people to take appropriate actions to achieve their goals or targets (Liu et al., 2021). Ishaya (2017) states that by providing high motivation to employees, the higher the work productivity of these employees. Motivation is defined as how individuals direct their power and potential so that they are willing to work together productively and enthusiastically to achieve and realize predetermined goals (Hasibuan, 2016).

Every organization always expects employees with high work motivation, because high work motivation will increase work productivity. The importance of motivation because motivation is something that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results (Hasibuan, 2016). The importance of motivation given to employees will make employees more enthusiastic in carrying out the tasks assigned to these employees. Employee motivation can arise due to internal and external factors of the organization. Research conducted by Kumari (2021); Okine (2021); and Subha & Bhattacharya (2022) found that motivation can improve employee performance.

The Effect of Job Satisfaction on Employee Performance

A good organization is reflected in the good performance of its employees. Effective workplaces and management processes play an important role in increasing employee productivity, so as to improve organizational performance (El-Zeiny, 2012). One of the factors that influence employee performance is job satisfaction. Job satisfaction and performance have a very close relationship (Eliyana et al., 2019). Job satisfaction is a positive and optimistic emotional state for evaluating work results and work experience (Padmanabhan 2021). High employee job satisfaction will usually improve employee performance. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective (Eliyana et al., 2019). An employee's job satisfaction is highly dependent on matters related to his work (Seema et al., 2021).

The higher the job satisfaction felt by employees, the higher the employee's performance. Basically the principle of job satisfaction is a feeling of pleasure or displeasure with the work being done. Employees who perceive their work as something fun will tend to have high productivity, and that will improve employee performance. This hypothesis is supported by research conducted by Susanto et al. (2022) which says that there is a positive and significant influence between job satisfaction variables on employee performance. Then the research conducted by Egenius et al. (2020) also said that organizational culture has a positive and significant effect on employee performance, and research by Rodrigo et al. (2022) which also says that job satisfaction has a positive effect on employee performance.

The Effect of Talent Management on Employee Performance with Job Satisfaction as an Intervening Variable

Talent management from employees owned by an organization and in accordance with organizational needs will make the organization more competitive (Novitasari & Asbari, 2020). As companies become more aware of these talents, they compete to get highly talented employees, both by looking outside and through training and regeneration. Talent shortages can seriously impact organizational growth in the future, so recruiting and retaining talented people is a very important action (Khairina et al., 2022). The large number of lost corporate talents has created a gap between the availability of labor and organizational demand and this will affect employee satisfaction and performance.

Job satisfaction is a factor that is considered important and needs to be considered by every organization. Job satisfaction will often affect a person's performance. The better the level of job satisfaction, the better the performance will be (Nurhasanah et al., 2022). Job satisfaction plays an important role in mediating the influence of talent management on employee performance. Some researchers have found, such as Luna-Arocas and Morley (2015), to prove a positive relationship between talent management and employee performance through the mediating effect of job satisfaction. In addition, Wickramaratchi and Perera (2020) also prove that there is a positive relationship between talent management and employee performance through the mediating effect of job satisfaction. However, different results were found by Putri et al. (2023) who did not find a mediating effect of job satisfaction on the relationship between talent management and employee performance.

The Effect of Motivation on Employee Performance with Job Satisfaction as an Intervening Variable

Every organization always expects employees with high work motivation, because high work motivation will increase work productivity. The importance of motivation because motivation is something that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically to achieve optimal results (Hasibuan 2016). Employees who have high work motivation will work according to applicable standards and in accordance with a predetermined time, require little supervision, and build a conducive work atmosphere to work. The better the motivation given to employees, the employee's performance will increase.

According to Siagian (2002) employees who are motivated to work will always contribute to the success of their organization, with the understanding that achieving organizational goals also means achieving personal goals, so when employees are motivated to be more productive at work of course this departs on the basis of meeting their personal needs so that satisfaction is realized (Fadillah et al. 2013). Research conducted by Kumari et al. (2021); Idris et al. (2020); & Noermijati and Primasari (2015) found that job satisfaction is able to mediate the effect of motivation on improving employee performance.

CONCLUSION

Based on the variables determined by the researcher. It can be concluded that in this study talent management and motivation have a very large influence on employee morale. This is because employees who have the ability according to their field will carry out their work in accordance with what must be done. In addition, employees who are motivated both internally and externally also have an influence on their performance. That's because with frequent motivation, it will make them enthusiastic at work. So as to produce a very satisfying performance. Of course these two variables have had a positive effect on the progress of Bank Aceh Syariah Aceh Province.

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