

Influence of Human Resource Management on Organizational Performance with Talent Management Mediation

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Abstract

This study aims to examine the effect of implementing human resource management on organizational performance by mediating talent management. A structural equation model (SEM) was used to analyze the data by testing consisting of three hypotheses. The study used a population of respondents from the leadership of the High District Attorney's Office in Gowa Regency, South Sulawesi by collecting data through questionnaires and the number of samples that met the criteria for analysis from 100 leaders in various sections. The research concludes as follows: (1) The application of human resource management has a positive and significant effect on talent management; (2) The application of human resource management has no direct effect on organizational performance; (3) Talent management has a positive and significant effect on organizational performance. Decision makers and resource management leaders can use the results of this study to implement resource management strategies in the form of implementing talent management to improve organizational performance.

Keywords: HRM Practices, Organization Performance, Talent Management

Introduction

Global competition has emerged as a significant and fundamental challenge for all nations in the present era of globalization. The competitive landscape demands the availability of high-quality human resources with a keen focus on excellence. According to The Global Competitiveness Index report for the years 2016-2017, Indonesia was ranked 40 out of 138 countries in 2015-2016 and 37 out of 140 countries in 2016-2017. In comparison with three neighboring countries, namely Singapore, Malaysia, and Thailand, Indonesia still lags behind. Singapore secured the 2nd rank in both the periods of 2015-2016 and 2016-2017, Malaysia ranked 25 in 2015-2016 and 18 in 2016-2017, while Thailand ranked 34 in 2015-2016 and 32 in 2016-2017, as reported by the World Economics Forum.

Furthermore, Indonesia was placed at 90 out of 118 countries in the Global Talent Competitiveness Index report of 2016-2017, falling behind five ASEAN neighboring countries. Singapore ranked 2, Malaysia ranked 28, the Philippines ranked 52, Thailand ranked 73, and Vietnam ranked 86. The Global Talent Competitiveness Index assesses a country's growth, efforts to attract and retain talents, and the provision of resources to develop strategies for enhancing their talent competitiveness.

The Kejaksaan Negeri Gowa, a prosecuting agency located in the capital of Gowa regency within the jurisdiction of the Kejaksaan Tinggi Sulawesi Selatan, has a considerable workforce. As such, effective human resource management strategies become crucial in elevating the organization's performance due to their close alignment with business strategies (Gautam, 2015).

In relation to human resource management strategies, several studies have examined mediating variables influencing the implementation of human resource management and its impact on

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organizational performance. Examples of these variables include affective commitment (Al-Hawary & Alajmi, 2017), human capital (Wright et al., 2011), and their combined effects, as explored by Jiang et al. (2012) and Raineri (2016). Human capital represents an individual's knowledge, skills, and abilities (Becker, 1964; Schultz, 1961), necessitating the acquisition of new knowledge within organizations to gain and sustain a competitive edge in talent management (Collings et al., 2018). Talent management is the dynamic capability of an organization to manage the supply, demand, and flow of talent in line with their competencies (Pascal, 2004).

Based on the aforementioned factors, the research framework is presented in the diagram below:

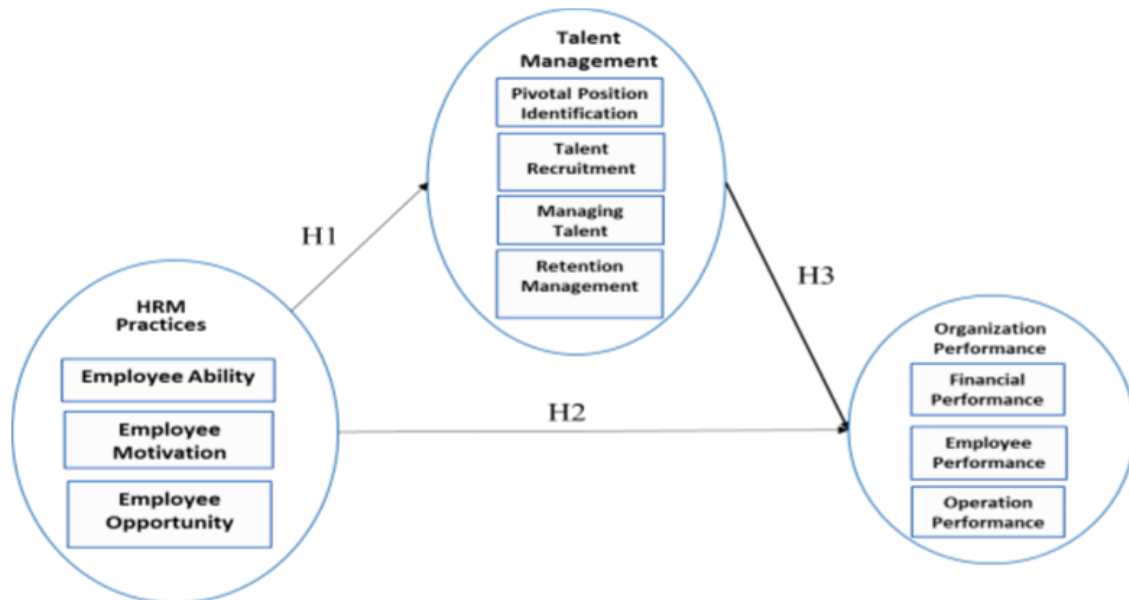


Figure 1. Research Model

Source: Results of Development by Researchers (2023)

H1 : The implementation of Human Resource Management (HRM) practices influences Talent Management.

H2 : The implementation of Human Resource Management (HRM) practices influences Organizational Performance.

H3 : Talent Management influences Organizational Performance.

Organizational performance depends on the skills, knowledge, and experiences of employees to achieve efficiency, effectiveness, innovation, employee and customer satisfaction, product or service quality, and the ability to retain talented individuals (Absar et al., 2010). This has been measured in the literature through financial and non-financial aspects (employee and operational performance). Financial perspectives have been employed by most researchers (Liao & Wu, 2009; Lopez et al., 2007; Venkatraman and Ramanujam, 1986), encompassing competitive position, profitability, sales growth, market share, and organizational reputation. Similarly, non-financial perspectives such as employee performance (Fuentes et al., 2007) cover aspects related to employee satisfaction, turnover, absenteeism, and employee participation. Lastly, operational performance (Wright et al., 2003; Delaney & Huselid, 1996; Venkatraman & Ramanujam, 1986) includes customer complaints, service quality, and customer satisfaction. The financial perspective pertains to financial performance, while the non-financial perspective includes employee and operational performance. The Venkatraman & Ramanujam (1986) scale has been used to measure financial and operational performance. Additionally, the Fuentes et al. (2007) scale has been used to measure employee performance (Jyoti & Sharma, 2012).

The implementation of human resource management is defined as a set of practices that significantly influence organizational activity effectiveness (Daspit et al., 2018), wherein resource management focuses on three related aspects: employee abilities, motivation, and participation (Kooij and Boon's, 2018). From the perspective of strategic human resource management theory, high performance in the implementation of human resource management will impact performance improvement (Al-Abbadi, 2018). In other words, high-performance work systems enhance the value,

individuality, knowledge, and skill levels of employees, which, in turn, lead to competitive advantage and better performance (Zhang & Morris, 2014), including financial performance (Huselid, 1995), employee performance (Xiaomei et al., 2013), and operational performance (Kintana et al., 2006). Furthermore, Hassan et al. (2013) revealed that high-performance work systems, including training, assessment, and empowerment, play a crucial role in enhancing employee loyalty and financial performance.

The use of the AMO (Ability, Motivation, Opportunity) model in high-performance work systems can improve employee performance (Boxall & Purcell, 2003) by implementing incentive systems (Rusdianti et al., 2022). This reduces employee turnover and increases productivity, which, in turn, has a positive effect on a company's financial performance (Zhang & Morris, 2014). For instance, high-performance work systems enhance employee knowledge and skill levels through ability-based initiatives. This motivates them through regular performance feedback, incentives, and rewards. Furthermore, participation in decision-making processes provides them with opportunities to explore innovative ideas that facilitate improving the organization's competitive position, achieving higher profits, increasing sales volume, market share, and enhancing organizational reputation. Similarly, Kintana et al. (2006) acknowledged that high-performance work systems enhance employee knowledge, skills, and empower committed workforce, leading to improved organizational operational performance. Various researchers have revealed the positive impact of human resource practices focusing on employee skills, motivation, and increased opportunities on organizational performance, sales growth, profitability, employee turnover, satisfaction level, service quality, and overall performance (Obeidat et al., 2016; Gong et al., 2009; Akhtar et al., 2008; Guerrero & Barraud-Didier, 2004). Similar findings have been discovered in both the business/manufacturing sector (Katou & Budhwar, 2006; Liao, 2005) and the service sector (Muduli, 2015). For example, enhancing human resource management practices, such as extensive training, contributes to improving employee performance (Birdi et al., 2008), thereby enhancing organizational performance.

Talent management is a dynamic capability where companies sense, seize, and transform their skills, resources, and competencies (Linden & Teece, 2014). According to Amrosini and Bowman (2009), dynamic capabilities focus on the future and develop the most adequate resource base, and their value stems from their outputs. The foundation of the implementation of human resource management, applied to the entire workforce, mainly consists of basic or ordinary capabilities (Fainshmidt et al., 2016). These basic capabilities merely allow the organization to function on a day-to-day basis (Helfat & Winter, 2011). However, they provide a stable platform for developing dynamic capabilities, which then act as transmission mechanisms to enhance ordinary capabilities and build new sustainable resource bases (Amrosini & Bowman, 2009; Schilke, 2014; Teece, 2014). Thus, talent management can be seen as a transmission mechanism that enables organizations to keep evolving. Fainshmidt et al. (2016) and Weerawardena et al. (2007) showed that dynamic capabilities in developing country markets result in superior benefits as they tend to be scarce and provide added value in turbulent economic conditions.

Methods

Sekaran and Bougie (2016) stated that hypothesis testing examines the relationship between two or more variables represented in the form of statements, enabling conclusions to be drawn from the conducted research. Furthermore, Sekaran and Bougie (2016) explained that collecting information from individuals to describe, compare, or explain their knowledge, attitudes, and behaviors is a strategy used in survey research. Sekaran and Bougie (2016) also elaborated that some managers represent the company and are the units of analysis in the research. This study was conducted from October 2018 to March 2019, which, according to Sekaran & Bougie (2016), falls under cross-sectional research where data is collected only once in a specific period.

The research population comprised the leaders within the Gowa District State Prosecutors. A total of one hundred and fifty questionnaires were distributed, and 100 valid data were obtained for further research. In their book, Hair et al. (2018) stated that Maximum Likelihood Estimation (MLE) provides valid and stable results with a sample size as small as 50, or a sample size between 100 and 400 is recommended with various considerations. Furthermore, Hair et al. (2018) explained that a minimum sample of 100 is needed for a model with a maximum of five variables, modest communalities (.5), and no unidentified variables.

Fourteen statement items adapted from Tian et al. (2016) were used to measure the implementation of human resource management, where items 1 to 5 describe the employee ability dimension, items 6 to 10 describe the employee motivation dimension, and items 11 to 14 describe the employee opportunity dimension. Additionally, fourteen statement items adapted from Mensah (2015) were used to measure talent management, where items 1 to 4 describe the pivotal position identification dimension, items 5 to 7 describe the talent recruitment dimension, items 8 to 10 describe the talent management dimension, and items 11 to 14 describe the retention management dimension. On the other hand, organizational performance measurement used 12 statement items adapted from Tseng (2016), Jyoti and Rani (2017), and Wang et al. (2016), where items 1 to 4 describe financial performance, items 5 to 8 describe employee performance, and items 9 to 12 describe operational performance.

The following diagram illustrates the structural equation model:

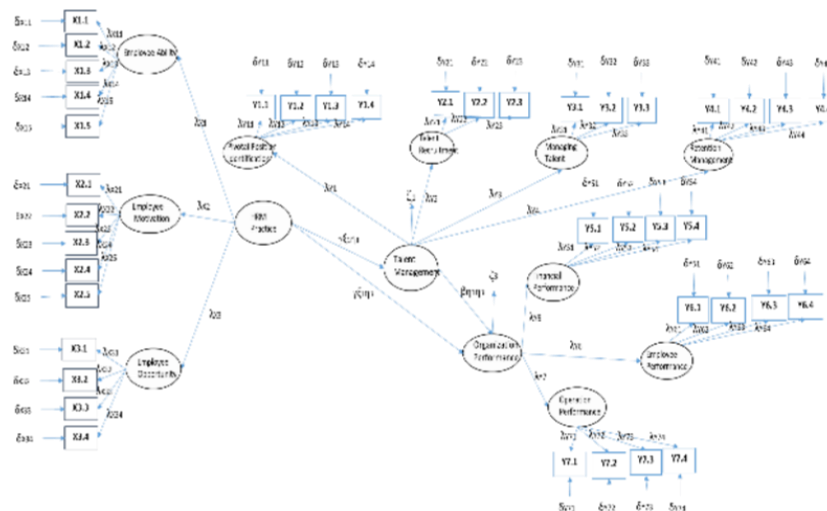


Figure 2. The Structural Equation Model
Source: Results of Development by Researchers (2023)

Results and Discussion

The description of the respondents as a result of distributing the questionnaires in this study is as follows:

Table 1. Respondents' Descriptions

No	Description	Frequency	Percentage (%)
1	Gander		
	Male	96	96%
	Female	4	4%
2	Education		
	< Degree	6	6%
	Degree	82	82%
	Master	12	12%
3	Working		
	< 5 years	22	22%
	5 - 10 years	28	28%
	> 10 years	50	50%

Source: Data Processed (2022)

The respondents' perceptions of the implementation of human resource management, talent management, and organizational performance are shown in tables 2.

Table 2. Respondensts' Percentions

Variable	Dimension	Indicator	SD	Mean
Human Resource Management	EA	X11	3.98	0.8874
		X12	4.16	0.8130
		X13	4.02	0.8285
		X14	4.48	0.6739
		X15	3.83	0.8883
	EM	X21	4.53	0.5938
		X22	4.27	0.9195
		X23	4.38	0.7217
		X24	4.00	0.7914
		X25	4.54	0.6423
	EO	X31	4.03	0.7311
		X32	3.91	0.9311
		X33	3.03	1.0489
		X34	3.73	0.7086
	HRMP		4.06	0.7985
Talent Management	PPI	Y11	3.82	0.6094
		Y12	3.76	0.5881
		Y13	3.78	0.5610
		Y14	3.60	0.7386
	TR	Y21	3.71	0.7426
		Y22	3.67	0.6825
		Y23	3.83	0.7528
	MT	Y31	3.57	0.7818
		Y32	3.67	0.6825
		Y33	3.74	0.7470
	RM	Y41	2.84	0.9181
		Y42	4.17	0.6825
		Y43	4.25	0.7160
		Y44	3.81	0.8842
	TM		3.73	0.7205
Organizational Performance	FP	Y51	3.89	0.6497
		Y52	3.89	0.6948
		Y53	3.59	0.7399
		Y54	3.66	0.6849
	EP	Y61	3.48	0.8100
		Y62	3.65	0.9143
		Y63	3.62	1.0520
		Y64	3.64	0.7456
	OPP	Y71	3.90	0.6435
		Y72	3.96	0.6952
		Y73	3.84	0.7208
		Y74	3.73	0.7086
	OP		3.74	0.7549

Source: Data Processed (2022)

By using the reference from Hair et al. (2018), all indicators are considered valid and reliable as the factor loadings (λ) are ≥ 0.5 , the average variance extracted (AVE) is ≥ 0.5 , and the construct reliability values are ≥ 0.6 . The goodness of fit test for the model is presented in Table 3.

Table 3. Goodness of Fit Test (GOF)

Goodness of Fit Test	Expected size	Estimation Results	Information
Absolute Fit Size			
RMSEA	0.05 – 0.08	0,074	Acceptable
GFI	>0.80, >0.90	0.83	Acceptable
Incremental Fit Size			
NNFI	> 0.90	0.93	Good fit
CFI	> 0.90	0.95	Good fit
IFI	> 0.90	0.95	Good fit
NFI	>0.80, >0.90	0.90	Good fit
Par simony Fit Size			
AIC dan CAIC	Model Value < saturated model	AIC: 207.10 CAIC: 210.0	Good Fit
ECVI	Model default values < saturated model	2.09 < 2.12	Good Fit

Source: Data Processed (2022)

To demonstrate that the model fits and is suitable for further analysis, it must meet the criteria of goodness of fit for each measurement (Hair et al., 2018). The model is considered suitable for further testing based on the fulfillment of the goodness of fit criteria for each indicator of model fitness.

The results of hypothesis testing using Lisrel 8.8 are presented in Table 4 below:

Table 4. Hypothesis Testing Results

Hypothesis	Coefficient γ/β	t	Information
H1	0.41	2.16	H1 Accepted
H2	-0.44	-1.22	H2 Rejected
H3	1.72	2.58	H3 Accepted

Source: Data Processed (2022)

Human Resource Management and Talent Managemenet

The results of the study show that the implementation of Human Resource Management (HRM) practices has an effect on Talent Management within the organization. In this context, HRM practices refer to the various policies, procedures and practices related to the management of human resources in an organization. These HRM practices can cover the process of recruitment, selection, training, employee development, performance evaluation, payroll, performance management, and so on. The results of the research show that when organizations implement certain HRM practices, such as a careful recruitment system, structured employee training and development, and recognition for good performance, this will have a positive impact on talent management within the organization. In other words, good and effective HRM practices can help identify, develop, and utilize potential talents possessed by employees.

The importance of HRM strategy and policies in influencing the development and management of talent highlights that organizations that treat employees as valuable assets and invest in their development will have a competitive advantage. By implementing proper HRM practices, organizations can improve employee motivation, engagement, and performance, thereby creating a productive and innovative work environment. In addition, implementing good HRM practices can also help organizations to maintain and attract the best talent in the industry. This is because the organization's reputation as a good place to work and the support provided in career development will be an attraction for potential prospective employees. Thus, the results of implementing HRM practices that influence Talent Management provide practical advice for leaders and managers in organizations. They can design and implement more effective HRM policies to manage and optimize human resource talent, which will ultimately have a positive impact on overall organizational performance and success.

Human Resource Management and Organizational Performance

The results of the study show that there is no direct effect of the implementation of Human Resource Management (HRM) practices on organizational performance. Even though HRM is proven to influence Talent Management, which is in accordance with the first hypothesis (H1), but directly, HRM does not have a significant impact on organizational performance. In the context of this study, there are other factors that play an important role in determining organizational performance. Possible factors include technological factors, leadership and organizational culture, market conditions and industry competition, financial resources, innovation, and employee quality. The results of this study indicate that organizational performance is the result of a complex interaction of various variables and cannot be fully attributed to HRM alone. Even though there is no significant direct effect, this does not mean that the role of HRM is irrelevant or has no effect at all. On the other hand, HRM continues to play an important role as a basis for talent management, which in turn can affect organizational performance indirectly through better management of human resources. Therefore, decision makers and managers need to understand the complexities of organizational performance and consider various factors to optimize overall organizational performance and success.

Talent Management and Organizational Performance

The results of the study confirm that Talent Management has a significant effect on Organizational Performance. That is, when an organization implements good and effective talent management, it has the potential to have a large positive impact on the overall performance of the organization. Talent management is a strategic approach in identifying, developing and utilizing the best talents of employees. By managing these talents carefully, the organization can optimize the potential and contribution of each employee, thus creating a productive and innovative work environment. In the context of talent management, organizations focus on developing and utilizing human resources as a valuable asset to achieve organizational goals. This involves a careful recruitment and selection process to obtain individuals with the potential and qualifications that match the needs of the organization. After recruitment, talent management continues to provide appropriate training and development so that employees can hone the skills and competencies required for their jobs. In addition, talent management also includes recognition for good performance, rewards, and opportunities for career advancement. By providing proper recognition and reward for work performance, organizations can increase employee motivation and engagement, which in turn will have a positive impact on the productivity and overall performance of the organization.

By implementing good talent management, organizations can create an environment that supports the growth and development of employees, thus creating opportunities to increase their competence and contribution. Effective talent management can also assist organizations in retaining talented and experienced employees, who are valuable assets in achieving competitive advantage. Thus, the results of this study highlight the importance of talent management in improving organizational performance. Leaders and managers must understand and recognize the importance of investing in talent management as a strategic step towards achieving long-term success for the organization. By focusing on effective talent management, organizations can achieve optimal performance, meet changing market challenges, and create a strong position in a competitive industry.

Conclusion

The conclusion of this research, in general, is that the human resource management strategy in the form of talent management is necessary to enhance the performance of leaders in the hierarchy of the Kejaksaan Negeri Kabupaten Gowa and functions as a full mediation. The research implications serve as a reference for the importance of including mediation variables in the relationship between the implementation of human resource management and organizational performance.

This research has several limitations that need to be acknowledged. First, the research sample is limited to the leadership of the High District Attorney's Office in Gowa Regency, South Sulawesi, so generalizability of the findings to other organizations and different regions may be limited. Second, data collection uses a subjective questionnaire, which can affect the validity and accuracy of the research results. Third, the correlational research design does not allow conclusions about causality between the variables studied.

To overcome this limitation, suggestions can be given. First, it is recommended to increase the sample and replicate this study with a larger and more diverse sample. Second, the use of mixed methods such as interviews and observation can provide a more comprehensive perspective. Third, further efforts need to be made to ensure the validity and reliability of the instruments used to measure the variables. Fourth, consider experimental research designs to evaluate more strictly the causal effects between the variables studied. And fifth, it includes additional relevant variables to provide a more comprehensive understanding of the factors that influence organizational performance. By overcoming these limitations and implementing these suggestions, this research can make a stronger contribution to understanding the relationship between HRM practices, talent management, and organizational performance, and provide more useful guidance for the development of effective HRM strategies to improve organizational performance.

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