

The Effect of Talent Management and Employee Recognition on Employee Performance

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ABSTRACT

This study aims to analyze the effect of learning and development, career management, talent attraction, talent development, talent retention and employee recognition on employee performance. This research is motivated by the decrease in the number of tourist visits that occurred due to the pandemic which had an impact on the ups and downs of employee performance at 4-star hotels in Batam City. This study uses a population of 4-star hotels in Batam City with samples of employees who work at Pacific Palace, Traveloge (Novotel), Planet Holiday and Swiss-Belhotel hotels. This study uses quantitative methods and non-probability sampling techniques through a purposive sampling method involving 285 respondents. The results showed that learning and development, career management, talent interest, talent development, talent retention, and employee recognition have a significant positive influence on employee performance.

Keywords: Talent Management, Employee Recognition, Employee Performance, Hotel.

1. Introduction

Batam City is a tourist city because many tourists from abroad visit and stay at five-star hotels in Batam City. This is because Batam City has a strategic location with Malaysia and Singapore.

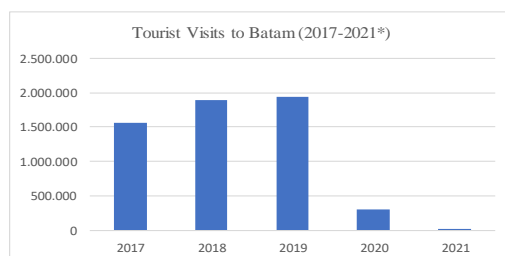


Figure 1. Number of Tourist Visits to Batam
(Source: Badan Pusat Statistika 2022)

As we know, the impact of this pandemic has resulted in a decrease in the number of tourist visits which of course, also has a significant effect on the tourism sector, causing a drastic reduction in hotel visits, especially during the pandemic, even though Batam City itself is usually visited by around 200,000 tourists every month. In addition to the decline in the number of tourist visits, there were also ups and downs in the employees at 4-star hotels, and there was bankruptcy, the impact of which was the dismissal of employees and

unilateral termination of employment. There are still companies that do not implement talent management, such as Nagoya Plaza Hotel, where the performance of employees at Nagoya Plaza Hotel is not always good and even decreased in recent years and, of course, affects the organization's performance company. Even though most of the employees belong to the group who have worked for 9 years, the employees should have mastered the job and worked well. Employees who do not do work will make the employee have an appointment for the assignment given, eventually resulting in the employee leaving the company and impacting organizations and companies that require time and money to apply these employees. Therefore, employee performance is essential for companies to increase profits and advance the company. Companies need to place employees in the correct positions to maximize employee performance. In a company, employee performance greatly affects not only serving guests who come to stay, but it is also essential for employees to communicate and adapt to fellow employees and superiors. Companies with employees whose talents match the needs will make the company superior, and companies that

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have implemented this concept will be ready to face change, inter-company competitiveness, and consumer demand. The increase in business creates a skills shortage that makes most companies struggle to recruit and retain their employees (Alferaih et al., 2018).

Previous studies had limitations regarding the lack of other variables that had a strong relationship to produce a much better research model. Therefore, the variables to be examined in this study are the influence of learning and development, career management, talent attraction, talent development, talent retention and employee recognition on employee performance.

2. Literature Review

Talent Management first appeared in corporate and academia with research from McKinsey (1998), this research shows that US companies are engaged in a war for senior executive talent that will remain a hallmark of the competitive landscape for decades to come, since then both corporate and academic. Start thinking about talent management. Talent management is a strategic organizational initiative to attract, develop and retain talented employees to achieve a competitive advantage (Narayana, 2019). Talent management has benefits for companies to manage, which aims to ensure employees have talent or not, so they can adjust employees to the right job at the right time and at the right time so that they can improve the company's strategies and priorities. The relationship between talent management and employee performance can be seen from the company investing in talent management, which will bring and produce quality employees and improve performance (Octavia, 2018).

Learning and development is a process that can help employees to increase knowledge and help them work better as expected by the company Joshi et al., (2019). Learning related to knowledge, skills and attitudes and development is a process to be expanded and insight into employee knowledge to improve employee performance and achieve the company's goals Digitalhrtech (2020). With the development of technology in the current generation, the knowledge gained by employees will become extravagant, so that employees can have information and are ready to face the changes that will occur in the company, the learning and development needed by this can change skills and personality traits that will undoubtedly change will have an impact on the performance of Wichtowska employees (2019). The learning and development process can help to achieve company goals by improving the skills of Ukachi employees (2021). According to S. White (2019), to achieve the company's goals, it is necessary to enhance employee skills and develop and maintain the existing skills of employees so that they can produce the desired performance and achieve the company's goals.

H1. Learning and development has a positive significant relationship on employee performance.

Career management is an employee process for managing work that has a continuation of activities that are still related to their work with an employee period, which includes several stages of career planning activities, career development, and decision making in Fauzie's career (2020). Career management can be regarded as employee support to plan and develop careers by ensuring that the plan meets the company's needs (Prathita et al., (2018). The career management program at the company, it can bring growth and progress to employee performance Kathukya et al., (2021). using a career management program, the company can measure the growth and development of employees to determine career paths, It can be a career mentor with counseling facilities, retirement preparation, and succession planning so that employees can also find careers to further Lyria et al., (2017). Career management generally involves training and development to help acquire new skills which prepare for a greater sense of responsibility in the company (Ugoani,2019).

H2. Career Management has a positive significant relationship on employee performance.

Talent attraction can be said as the process of inviting prospective employees to apply for jobs, consisting of recruitment and selection, branding, and employee value proposition. The value proposition is known for itself with the offerings offered by the company as an imbalance in the productivity of employees in the company. According to Efendi (2021), the attraction of talent is prospective employees who can bring the company to the company's success by obtaining and retaining employees who have good performance recruitment and selection are needed. The implementation of recruitment and selection is essential because this implementation can provide assistance in maintaining, attracting and developing employee performance so that employees can work optimally which will undoubtedly have an impact on the company Matolo et al., (2019). In the recruitment and selection process, companies can also assess the performance, attitudes and behavior of job candidates that will be carried out by the employee according to the attractiveness of talent so that the company will have the right candidate for the company and employees will also have the opportunity to develop employee performance while working at the company (Shaikh et al., 2021). Therefore, with the presence of talent attraction in a company, it can be a consideration of flexible working hours that can attract the attention of employees to work in the company which of course employees will feel satisfied to work in the company and have the intention to improve their performance (Dahshan et al., 2018). According to Kaewnaknaew et al., (2022) the presence of talent attraction can find talented employees, improve strategies and strengthen relationships between employees to improve employee performance.

H3. Talent attraction has a positive significant relationship on employee performance.

Development is an experience-based learning process to improve individual work skills based on the results that have been learned. Talent development is a process of increasing employee knowledge to enhance employee skills and attitudes to improve employee performance so that they can overcome changes that occur in the company, which is the result of business changes that occur continuously Efendi (2021). With the development of technology, companies are required to have talent development and the ability to do the job, where by using an efficient training program to overcome the company's difficulties Karim et al., (2019). Training is an approach process used for skills, knowledge and attitudes to achieve both employees and companies Mubarak & Putra (2018), the training itself has the aim of developing and helping employees' performance to be even better. Basically employees need training and development because they can develop employees with the skills and abilities needed by organizations and companies and can improve employee performance and that has an impact on employee job satisfaction Al Doghan et al., (2019). In the strategy process for development, it is necessary to pay attention to the integration and strategy between the talents and skills of employees Lobola (2019). So that a company or organization requires talent development with the development of talent, employee performance can also contribute to both the organization and the company.

H4. Talent development has a positive significant relationship on employee performance.

Talent retention is a process to keep talented employees with the company for a more extended period Efendi (2021). Talent retention helps motivate employees to engage and understand the value of the company organization, talent retention provides employees with continuous feedback on performance and encourages them to use their full potential to increase visibility within the organization by recognizing outstanding performance Hidayat et al., (2020). Retention of talent can also aid employees in identifying performance deficiencies before problems become more significant which can cause other employees' performance levels to decline (Alferaih et al., 2018). So companies need talent retention to improve employee performance because talent retention involves employees through motivation and helps employees to better understand the value of their performance at the company Kaleem (2019). This refers to the company's treatment of employees by establishing appropriate relationships between work and respecting employees' hard work, providing a balance between life and work, and providing a sense of work control (Mahfuzi et al., 2018).

H5. Talent retention has a positive significant relationship on employee performance.

Increasing the motivation and development of employees, of course, requires recognition to improve performance and involvement in these employees. With employee recognition in the company, the company can control employees to work better which will undoubtedly impact Rumokoy's employee performance (2019). The reward system is given after the employee has been assessed and analyzed during the working period, where the award can be something more significant than normal wages and of course given relatively according to the level of employee performance Chandra & Saraswathi (2018). The reward system is an important thing that can be a recognition factor for employees and can improve employee performance Martono et al., (2018). Because basically if an employee gets an award from the company then the employee deserves it the employee receives recognition through hard work so far so the reward system can improve employee performance. The correct reward system is very important to retain employees who have talents that match the company, besides that awards can be a motivation for employees so that they can bring better performance which of course will also have an impact on the company's performance Srimulyani (2020). In a company, it is essential to recognize employees without discrimination because this can emphasize the idea of equality between employees in the company so that it will have an impact on employee performance of Nadine et al., (2019).

3. Methods

The method used in this research is using a non-probability sampling technique through the purposive sampling method to collect the selected sample data based on the region. Purposive sampling is a method of collecting data with various considerations, Sugiyono (2017). The sample used is employees who work in 4-star hotels, including Pacific Place Hotels, Travelodge Hotels (Novotel), Planet Holiday Hotels, and Swiss-Bell Hotels. The reason for choosing these four hotels to be the object of research is because this hotel is very strategic, not far from the Harbor Bay port, cafes, pubs, and places to eat, such as seafood. Besides that, these 4 hotels have good facilities and services, so they are considered for tourists to stay at the hotel during the holiday. This study uses the method of Hair et al., (2010) where the minimum sample size is 10 times for each question in the questionnaire, this study uses a model with 32 questions. The minimum number of respondents for this sample is $32 \times 10 = 320$ respondents, the Statistical Package for the Social Sciences

Software Method (SPSS) Version 26 will be used to manage the data.

4. Result and Discussion

4.1. Normality test

Based on the data attached to Table 4.1, the significant value of Kolmogorov Smirnov is > 0.05, so it can be stated that the data is normal.

Table 1. Normality test

Coefficients		
No	Variabel Independen	Sig
1	Learning and development	0,547
2	Career management	0,098
3	Talent Attraction	0,834
4	Talent Development	0,077
5	Talent Retention	0,059
6	Employee Recognition	0,552

Source: Processed Data 2022

4.2. Multicollinearity test data

Based on the data attached to Table 4.2, the test results from the VIF are declared valid or reliable because the test results exceed the value of 10, so the data can be stated that there is no multicollinearity.

Table 2. Multicollinearity test data

Coefficients		
No	Variabel Independen	VIF
1	Learning and development	2.891
2	Career management	2.500
3	Talent Attraction	3.680
4	Talent Development	4.012
5	Talent Retention	2.832
6	Employee Recognition	2.515

Source: Processed Data 2022

4.3. Heteroscedasticity test

Based on the data attached to Table 4.3, the results of significant heteroscedasticity are more than 0.05, so the data can be stated that there is no heteroscedasticity.

Table 3. Heteroscedasticity test data

Coefficients			
No	Variable	B	Sig
1	Learning and development	0.154	0,008
2	Career management	0.096	0,146
3	Talent Attraction	0.062	0,321
4	Talent Development	0.067	0,000
5	Talent Retention	0.097	0,162
6	Employee Recognition	0.518	0,000

Source: Processed Data 2022

4.4. Multiple linear regression test

Multiple linear regression equation test aims to determine the relationship between the variables analyzed and whether these variables have increased or decreased. Based on the data that has been attached to Table 4.4, the results of the significance of the multiple linear regression equation are more than 0.05, so the data can be declared valid.

Table 4. Multiple Regression Equation Test Data

Unstandardized Residual		
N	Mean	320
Normal Parameters ^{a,b}		0,000000
	Std. Deviation	1,45549345
	Absolute	0,037
Most Extreme Differences	Positive	0,030
	Negative	-0,037
Kolmogorov-Smirnov Z		0,037
Asymp.Sig. (2-tailed)		0,200

Source: Processed Data 2022

4.5 F test

Based on the data attached to Table 4.5 which shows a significantly lower than 0.05, it can be stated that learning and development, career management, talent attraction, talent development, talent retention and employee recognition can measure and predict employee performance variables as the dependent variable.

Table 5. F Test Data

Coefficients			
No	Variable	F	Sig.
1	Regression	62,749	0,000 ^b

Source: Processed Data 2022

4.6. T-test

Based on the data that has been attached to Table 5, it can be concluded as follows:

Table 6. T Test Data

Coefficients			
No	Variable	T	Sig
1	Learning and development	2.681	0,008
2	Career management	1.457	0,146
3	Talent Attraction	0.993	0,321
4	Talent Development	4.831	0,000
5	Talent Retention	1.400	0,162
6	Employee Recognition	7.716	0,000

Source: Processed Data 2022

In Table 4.6 for the T-test, it can be concluded that the learning and development variables affect employee performance, which can be seen from the significance of learning and development 0.008 < 0.05, so it is stated that there is a positive influence. The company provides employee learning and development and improves employee skills and performance. In a company, acquiring new knowledge and skills and understanding new ways of performing tasks will significantly affect employee performance and company performance. The results of this study also follow the results of research conducted by the journals Kayumbi & Wanyoike (2021), Ukachi (2021), Joshi et al. (2019), Wichtowska (2019) and Digitalhrtech (2020).

In table 4.6 for the T-test, it can be concluded that career management has no effect on employee performance, this can be seen from effective career management that is 0.146 > 0.05, this

means that career management will not affect employee performance unless there is employee awareness to plan a career. Future by looking at its potential. This can be explained because employees who are resistant to change are more focused on maintaining status and are therefore less likely to make efforts to resist change and career networks. Especially in a volatile economic situation, such insights are needed to secure competitive advantage as an employer and also for employees to find a workplace where they can thrive (Turgut & Neuhaus, 2020). The results of this study also affect the effect of research conducted by Turgut & Neuhaus (2020), Siren et al., (2018), Wickramasinghe & Premachandra (2020), Canaj et al., (2021).

In table 4.6 for the T-test, it can be locked if the attraction of talent does not affect employee performance, this can be seen from the attractiveness of significant talent, namely $0.321 > 0.05$, this means that the company does not provide job security which hinders work in getting employees with the right talent. and the company also does not offer training by matching it with the company's objectives. To improve the performance of company employees, it is inevitable that they must have qualified, experienced, expert and potential staff which not only enhances employee performance but can also improve company performance. The results of this study are also the influence of research conducted by Bussin & Mouton (2018) and Alrowwad et al., (2018), but the results of this study contradict the research undertaken by Wanyoike (2021), Rugian et al., (2019), Mangusho et al., (2018), Dahshan et al., (2018), Kaewnaknaew et al., (2022).

In Table 4.6 for the T-test, it can be concluded that the talent development variable has an effect on employee performance, this can be seen from the significant value of talent development of $0.000 < 0.05$. This means that finding hidden talents in employees can improve employee performance, accompanied by programs that align with the company's vision and mission. The results of this study also follow the results of research conducted by Muyela & Kamaara (2021), Mangusho et al., (2018), Rugian et al., (2019), Kaewnaknaew et al. (2022) and Efendi (2021).

In table 4. 6 for the T-test, it can be ascertained that talent retention has no effect on employee performance, this can be seen from the significant talent retention of $0.162 > 0.05$ this means the company does not provide opportunities for employees to increase career growth and pay attention to talented staff and does not provide effective performance appraisals that increase trust in employees. To increase employee talent retention, the company must provide motivation, offer compensation and benefits, and provide a balance of work and employee life activities to prevent competent employees from voluntarily resigning or leaving the company prematurely. The results of this study are also in line with the results of research conducted by Osman et al., (2018) and Nasir et al., (2019), but the results of this study contradict the research undertaken by Kayumbi & Wanyoike (2021), Kaleem

(2019), Muyela & Kamaara et al., (2021), Mangusho et al. (2018) and Dahshan et al., (2018).

In Table 4.6 for the T-test, it can be concluded that the employee recognition variable has an effect on employee performance, this can be seen from the significant value of employee recognition $0.000 < 0.05$. This implies that the company gives appreciation in the form of material and non-material that will increase productivity, improve work culture and foster work morale directly proportional to employee performance. This study also follows the results of research from Kariuki & Kiiru (2021), Kayumbi & Wanyoike (2021) and Masri & Suliman (2019), Rumokoy (2019) and Martono et al. (2018).

4.7 Coefficient of determination test (R2)

Based on the data that has been attached to Table 4.7 offers the adjusted R square value of 0.545 which means that the variables learning and development, career management, talent attraction, talent development, talent retention and employee recognition can explain employee performance variables by 53.7%.

Table 7. Coefficient of determination test (R2) Data

Coefficients			
N	Variable	Adjusted R Square	Standard Error of the estimate
1	Learning and development	0,537	1.66526
2	Career management		
3	Talent Attraction		
4	Talent Development		
5	Talent Retention		
6	Employee Recognition		

Source: Processed Data 2022

Other variables that contain the remaining 46.3% are included in research such as knowledge management on employee performance such as research conducted by Panjaitan (2021), commitment, organizational culture, knowledge management on talent management strategies undertaken by Setiawan & Nelson (2020), employee retention of employee performance conducted by Rahmawati (2019), training and development, performance appraisal, a reward system for employee performance with job satisfaction from Muchsinati & Jeanny's research (2021), employee engagement on employee performance as conducted by Haqqi & David (2021), and so on.

5. Conclusion

Based on the results of the analysis, this study aims to determine the effect of talent management and employee recognition on employee performance, which are obtained as follows:

The results of the first hypothesis in this research model show that there is a significant influence between learning and development on employee performance. The results of the second hypothesis indicate no significant effect between career management and employee performance.

The results of the third hypothesis show no significant influence between the attractiveness of talent and employee performance. The results of the fourth hypothesis show that there is a significant influence between talent development on employee performance. The results of the fifth hypothesis indicate that there is no significant effect between talent retention on employee performance. While the last result is the result of the hypothesis showing that there is a significant influence between employee recognition on employee performance.

6. Recommendation

The results of this study suggest that hotels in Batam City apply talent management and employee recognition factors to improve employee performance, such as increasing talent attraction by providing a conducive work environment for employees and treating employees equally and providing job security, this will attract employees talent for the company besides that, it can attract career management because as the company environment changes, the needs of employees in career management can also vary, therefore companies need to increase career management activities within a company, and the most important thing is to provide good talent retention to build working long-term relationships among employees to get competitive after achieving the set targets.

It is hoped that future researchers can collect more data from previous studies, other supporting theories, and other independent variables that should be included in future studies to better understand what can affect employee performance. Examples include knowledge management on employee performance such as research conducted by Panjaitan (2021), commitment, organizational culture, knowledge management on talent management strategies carried out by Setiawan & Nelson (2020), employee retention on employee performance conducted by Rahmawati (2019), training and development, performance appraisal, a reward system for employee performance with job satisfaction from Muchsinati & Jeanny's research (2021), employee engagement on employee performance as done by Haqqi & Daud (2021), and so on. It is hoped that further researchers can expand the research sample by examining other sub-districts in the city of Batam and other cities to reflect the variables discussed.

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