

The Role of Leadership Moderation in Explaining the Influence of Talent Management & Culture Organization on Employee Productivity of Pt. Sucofindo (Persero) Makassar Branch



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ABSTRACT: This study aims to determine the role of leadership moderation in explaining the influence of *talent management & culture organization* on the productivity of PT. Sucofindo (Persero) Makassar Branch. The approach used in this study is a quantitative approach. The population in this study is employees of PT. Sucofindo (Persero) Makassar Branch with a sample of 53 people. The technique used in data collection is a survey method in the form of a questionnaire which will then be processed in the SPSS application. The results showed that *talent management has a negative and significant effect on employee productivity*, *organizational culture has a very significant influence on employee productivity*, and *Talent Management and Culture Organization together have a positive and significant effect on the variable of employee productivity of PT. Sucofindo Makassar Branch*. The results also showed that leadership was unable to strengthen the influence of *talent management* on employee productivity, and leadership was unable to strengthen the influence of *organizational culture* on the productivity of PT employees. Sucofindo Makassar Branch.

KEYWORDS: Leadership, *Talent Management*, *Culture Organization*, Employee Productivity

INTRODUCTION

Along with the times and rapid advances in technology, agencies will always strive to improve the quality of their employment in an effort to develop an agency. The increase in human resources or employment is said to be able to improve the quality and ability of business in line with the needs and expectations with the aim of achieving high productivity output.

Labor productivity is a crucial cause, because labor productivity has a major role in determining the success or failure of an agency when achieving its goals. Therefore, productivity must be an unforgettable component when developing a business strategy, which includes production, marketing, finance and other fields. With an increase in labor productivity of each worker, besides that it will also be motivated by motivation in its workers to improve their performance even better. Siagian (2008: 154) stated that the definition of work productivity is the ability to produce as much utilization as possible through the facilities and infrastructure provided by obtaining *optimal (output)* even if it is possible to maximize.

Talent Management is strictly related to its integrated plan or system designed to develop recruitment, sorting, and at the level of employee processions and to survive on those who have the necessary expertise and are in line with the agency's long-term planning (Almaaitah, Harada, Sakdan, 2017). In addition to *Talent Management*, organizational culture is one of the factors that has a very crucial role when preparing quality and competitive human resources. Organizational culture so that values and guidelines in an agency have various broad understandings, even so the organizational culture used by an agency only has one goal, namely to achieve agency targets.

Pasaribu (2015), emphasized that organizational culture is a norm, values, assumptions, beliefs, philosophy, organizational habituation and so on that are developed over a long time by makers, leaders, and organizational memberships that they socialize and teach to new memberships and use in organizational activities to have an effect on the mindset, attitudes and behavior of organizational members when making products, serving customers and reach the goals of the agency.

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The success of a company and the achievement of employee productivity cannot be separated from the leadership role of a leader in the company. Leadership is a crucial factor when improving the effectiveness, performance, and productivity of a company. Leadership can be defined as reinforcement in order to influence other humans when achieving their goals (Lian and Tui, 2012).

LITERATURE REVIEW

Knowledge Management

Talent management is needed because it is the main reason why employees continue to stay in the agency in line with their ability to do their jobs. Talent management in modern organizations today is considered very crucial due to the emergence of a modern economy and increasingly strategic business needs. In addition, the younger generation has entered the era of competitive human resources until *talent management* is tied to a new technique when managed by human resources and capital in agencies (Nzewi, 2015).

According to Kusumawijaya (2014) *talent management* helps improve, retain and develop employees in order to meet the challenges currently faced by various companies and improve the *performance* of the company or organization through meeting organizational needs. The talent management implementation program *can run effectively by paying attention to several important aspects that support its implementation*, Oladapo (2014) suggests the following talent management indicators:

1. Identification

A set of activities and processes that include systematically identifying positions that contribute differently to organizational achievement.

2. Development

Human resource creation program that is in line with the needs of the agency with various aspects of consideration and approach ranging from training models to career promotion.

3. Defense

The company retains people who are qualified and have good talents and can be developed to achieve company goals.

4. Placement

The existence of *talent management* will have a good impact on the company and employees, because the right people who will be placed in the right position will result in an increase in overall productivity.

Organizational Culture

Organizational culture is an agreement with members in an organization or company so as to facilitate the birth of a broader agreement for individual interests. The virtue of organizational culture is the controller and direction in shaping human attitudes and behaviors that involve themselves in an organizational activity. Individually and in groups, a person will not be separated from organizational culture and will generally be influenced by the diversity of resources that exist as a stimulus for someone to act.

According to Ambrawati (2018) organizational culture is very important in achieving organizational goals, because culture is a picture or personality of an organization. Organizational culture is determined by its founders through the vision and mission and goals of the establishment of the organization, then a strategy is set to achieve these goals. There are indicators of organizational culture according to Robbins & Judge (2015), namely:

1. Innovation and Risk Taking

That is, the level at which the workers are forced to be innovative and courageous in taking risks.

2. Observing Details

That is how far the membership of the organization or employees are dreamed of wanting to publish intelligence, analysis and observation of detailed or detailed matters.

3. Result Orientation

That is how far management can focus on the results, not on the way or achievement in the process.

4. Orientation towards People

That is how far management decisions are determined by assessing or weighing the result factors against the people contained in the related organization.

5. Team Orientation

Namely organizational work activities carried out in the form of teams or groups of organizational tasks from individuals.

6. Aggressiveness

That is how far people in the organization show their aggressiveness and competition, not just relax.

7. Stability

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That is organizational activity that emphasizes the status quo to be resistance to growth or innovation.

Employee Productivity

Productivity is an important factor for companies because with increased productivity, companies will benefit more in competition to support increased company productivity, the support of quality human resources is needed. According to Sutrisno (2016), work productivity is the effectiveness of the use of labor and equipment which essentially leads to the same goal, that work productivity is the ratio of performance results to the time needed to produce products from a workforce. High productivity will make it easier for agencies to achieve the desired goals. Therefore, agencies must pay as much attention as possible to the work productivity of their employees. To find out high work productivity or not, productivity evaluation is needed. Productivity evaluation can be carried out by observing various indicators. Sutrisno's opinion (2011) productivity can be measured through various indicators, namely:

1. Ability
Have the ability to perform assignments. The ability of an employee depends on the expertise he has and his professionalism in working. It shares the power to accomplish the tasks it assigns to him.
2. Increase Results Achieved
Strive to increase the results achieved. The result is one of the many that can be felt either by those who carry out or who enjoy the results of related work. The effort to utilize work productivity for each of those involved in one job.
3. Morals
is an effort to be better than before. This indicator is observed from the work ethic and results achieved later compared to the previous day.
4. Personal Development
Also develop himself to improve his ability to work. Self-development can be carried out by observing the challenges and dreams with what they will face.
5. Quality
Must strive to improve the good quality of the past. Quality is the result of work that can show the quality of work by its employees.
6. Efficiency
Comparison between the results achieved with all resources used.

Leadership

Leadership is one of the factors that shape and help others to work and enthusiastically achieve planned goals in relation to the success of the organization in realizing the goals is largely determined by leadership and high performance of employees in carrying out their duties. According to Sutikno (2014), leadership in organizations is directed to influence the people they lead, so that they want to do as expected or directed by others who lead them. According to Rufino (2012) there are several indicators in understanding leadership, namely:

1. Interpersonal
Interpersonal roles where there is a cooperative relationship with subordinates in order to exchange information or become a mediator for employees who are interested in the company.
2. Informational
The informational role is a leader who disseminates information to his subordinates related to the work unit and becomes a spokesperson in the company.
3. Decision

An *entrepreneur* always tries to improve and develop the company he leads such as creating new ideas and ideas (innovation). A leader is able to overcome all kinds of difficulties and dare to take or face risks.

Departing from empirical research, theoretical reviews and also other research references that encourage the birth of this research by placing leadership as a moderation variable that supports the relationship of each independent variable that exists, the following hypothesis was compiled:

H1: It is suspected that *Talent Management* has a positive and significant effect on the Productivity of PT. Sucofindo (Persero) Makassar Branch.

H2: It is suspected that *Culture Organization* has a positive and significant effect on the Productivity of PT. Sucofindo (Persero) Makassar Branch.

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- H3: It is suspected that *Talent Management and Culture Organization* simultaneously have a positive and significant effect on the Productivity of PT. Sucofindo (Persero) Makassar Branch.
- H4: Allegedly Leadership moderates the influence of *Talent Management* on Employee Productivity of PT. Sucofindo (Persero) Makassar Branch.
- H5: Allegedly Leadership moderates the influence of *Culture Organization* on Employee Productivity of PT. Sucofindo (Persero) Makassar Branch.

RESEARCH METHODS

In this study, the author uses a descriptive quantitative type research method that will observe the influence of the independent variable on the dependent variable and also test the interaction of the free variable and moderation on the dependent variable. The independent variables in this study are *talent management* and *culture organization*, while the moderating variable is leadership and the dependent variable is employee productivity. Population is a generalization area where there are objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2018). The population of this study was employees of PT. Sucofindo (Persero) Makassar Branch which amounted to 125 people. Sample is a part of the whole and characteristics possessed by the population (Sugiyono, 2018).

RESEARCH FINDINGS

Hypotheses Test

In this test, a partial test was carried out to observe the effect of each independent variable on the dependent variable using a significance level of 5%. With a significance level of < 0.05 H_0 is rejected and H_a is accepted, which means that the independent variable has an influence on the dependent variable. The t-test assessment can be observed below:

Table 1. Partial Hypothesis

Coefficients^a

Model	t	Sig.
1 (Constant)	2.942	.005
TALENT_MANAGEMENT	-2.014	.049
CULTURE_ORGANIZATION	10.588	.000

The partial test results show that t count *talent management* is $-2.014 > t$ table 1.67528 at a significance of $0.049 < 0.05$. This shows that *talent management* has a negative and significant effect on the productivity of PT Sucofindo Makassar Branch employees. While the *culture organization* shows t count of 10.588 $> t$ table 1.67528 at a significance of $0.000 < 0.05$. This shows that the *culture organization* has a positive and significant effect on the productivity of PT Sucofindo Makassar Branch employees.

Table 2. Simultaneous Hypothesis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	364.692	2	182.346	99.976	.000 ^b
	Residual	91.195	50	1.824		
	Total	455.887	52			

a. Dependent Variable: EMPLOYEE_PRODUCTIVITY

b. Predictors: (Constant), CULTURE_ORGANIZATION, TALENT_MANAGEMENT

Showing a significant value of $0.000 < 0.05$ of that regression analysis is significant. This is that H_0 is rejected and H_a is accepted until it can be argued that the dependent variable namely Employee Productivity (Y) can be significantly influenced by the independent variables, namely *Talent Management* (X1) and *Culture Organization* (X2).

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Table 3. Interaction of Leadership and Talent Management Variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.657	23.825		1.455	.152
	TALENT_MANAGEMENT	-.822	1.374	-.702	-.598	.553
	LEADERSHIP	-1.388	1.845	-.823	-.753	.455
	TALENT_LEADERSHIP_MANAGEMENT	.105	.105	1.936	1.004	.320

Table 4. Interaction of Leadership Variables and Organizational Culture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-18.357	13.109		-1.400	.168
	CULTURE_ORGANIZATION	1.343	.410	1.670	3.279	.002
	LEADERSHIP	1.886	1.031	1.117	1.828	.074
	ORGANIZATION_CULTURE_LEADERSHIP	-.053	.032	-1.569	-1.655	.104

After the interaction test can be seen in table 3 above, showing a significant value greater than 0.05 which is 0.320 (insignificant), so it is known that leadership is not able to strengthen the influence of *talent management* on employee productivity. After conducting the interaction test, it can be seen in table 4 above, showing a significant value greater than 0.05, which is 0.104 (insignificant), so it is known that leadership is not able to strengthen the influence of *organizational culture* on employee productivity.

DISCUSSION

1. The Effect of *Talent Management* on Employee Productivity

Talent management is a series of processes that companies carry out to identify, develop, retain, and place the right people in the right places. The greater the awareness of companies about these talents, the greater the competition to get highly talented employees. Based on the results of partial research, talent management variables on *employee productivity* show that the results of talent management variables have a negative and significant effect on the productivity of PT. Sucofindo (Persero) Makassar branch. This condition shows that, a series of organizational activities that encourage the birth of talent without being accompanied by better organizational conditions will actually have an impact that is less than expected by the organization.

2. The Influence of *Organizational Culture* on Employee Productivity

Organizational culture is very important in achieving organizational goals, because culture is a description or behavior of an organization. Organizational culture is determined by its founders through the vision and mission and the purpose of establishing the organization, then a strategy is set to achieve these goals. Based on the results of partial research, *culture organization variables on employee productivity* show that the results of culture organization variables have a very significant influence on employee productivity at PT. Sucofindo (Persero) Makassar Branch. This influence gives a positive picture of the culture in the company, that the strength of culture can have an impact on employee performance.

3. The Influence of *Talent Management* and *Organization Culture* on Employee Productivity

Based on the results of the study simultaneously showed significant value. This means that both variables of *Talent Management* and *Culture Organization* simultaneously have a positive and significant effect on the variable of employee productivity of PT Sucofindo Makassar Branch. It can be concluded that variables tied to employee productivity can be significantly influenced for independent variables, namely *the variables of Talent Management* and *Culture Organization*. That is, when *Talent Management*

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decreases and *the Culture Organization* is getting better, Employee Productivity will increase. This research shows that the ability of talent to affect employee productivity is not optimal if only done partially, a strong culture is needed so that the application of talent has an impact on employee productivity, the culture that encourages the development of human resources is a culture that has positive internal values.

4. Leadership Interaction in Talent Management and Culture Organization in Measuring Its Effect on Employee Productivity

The results of research that show the inability of leadership in strengthening the relationship of talent management to productivity and also organizational culture to productivity show that existing leadership has not been able to become a power value for existing employees so that it has not been able to make the position of a leader in this research still a structural need of the organization, the existence specifically has not been able to be felt by every employee.

CONCLUSION

This research provides an overview of the application of the concept of talent management that has not been able to be carried out properly so that the impact on employee productivity is still not significant. Different things are shown by variable culture organizations are able to answer good relationships for employee productivity. But it is clearly seen, the leadership position in this study is still unable to strengthen the relationship between each independent variable that exists.

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