

The Influence Of Talent Management On The Job Satisfaction Of Employees In Telkom University

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Abstract

Purpose – The purpose of this paper is to investigate the levels of job satisfaction employees in the Telkom University and to determine the influence of talent management on the job satisfaction of employees in the Telkom university, Indonesia.

Design/methodology/approach –The sampling technique this study is saturated sampling on 112 respondents with criteria of Individual Performance Value (NKI) is P1

Findings – The job satisfaction levels of the employees were found to be high. Simultaneous hypothesis testing are uses the F-test, the results that Attracting Talents, Devoloping Talents, and Retaining Talents significant influence on job satisfaction. Based on results of partial hypothesis testing are using T-test, the results that Attracting Talents, Devoloping Talents, and Retaining Talents significant influence on job satisfaction of employee in Telkom University.

Originality/value – This study shows the job satisfaction levels of employees and to determine the influence of talent management on job satisfaction employees in Telkom University, Indonesia. Hence the results from this study can help the Telkom University to increase the satisfaction level.

Keywords: Attracting talents; Developing talents; Retaining talents; Job satisfaction

1. Introduction

The formation of AEC by the end of 2015 (cheong and Suthiwartnarueput,2015; Jarungkitkul and Sukcharoensin, 2016) an impact not only on the economic sector, but also in other sectors, not least in the education sector, where education is carrying out an important role in building human resource competitive and able to compete with other countries. In anticipation of global reality, it is necessary to educational institutions such as universities to build generations of quality to encounter the competition in the world of work in the era of MEA. Higher education institutions are designed to prepare educated human beings who have a certain degree of quality (Indrajit dan Djokopranoto,2009:4). One way to achieve organizational success is to maintain of job satisfaction their employees (Hamidi *et al*,2014:1). Job satisfaction is one criterion to show that organization is well-managed (Fitzgerald *et al* dalam Crossman & Abou-zaki, 2003:2). Satisfaction of the employee in higher education institutions is a very important issue (Küskü, 2003:1). Consequently, job satisfaction is an important matter that needs to be researched further in academic work life since it is related to performance, productivity, absenteeism, and turnover (Toker,2011:12). In generals we can say that one of the mechanisms influencing the job satisfaction is a talent management that can use as a means to improve the hiring process and develop people with the skills and abilities needed to fullfilment the current needs of the organization (Hamidi *et al*, 2014:2). it can be claimed that talent management is one of the effective factors in job satisfaction which can be used as an instrument for improving the hiring process and applying high skilled and able people for

conducting the organizational processes. In addition, using such a tool, we can use the qualified people with the right skills in right positions in order to obtain the objectives and strategies of the organization and create the job satisfaction through identifying and optimizing the employees' talents and strengthening them (HajiKarimi dan Soltani dalam Elahinejad dan Gholami, 2015:1). Talent Management is described as a systematic attractiveness of identification, development, engagement or retention, and deployment talents (Scullion *et al*, 2010:3). Talent management is a series of activities integrated in managing high performers in all levels of the organization with the main component is an interesting talent through procurement and orientation, developing talent through performance management, learning, and reviews talents, as well as retain talent through career planning, succession planning, and keeping talent (Sule dan Wahyuningtyas, 2016:13-14). Over time the necessary changes for the future development, so that the survival of the organization changes with the evolution and talents of employees in order to achieve organizational goals. Implementation of talent management effectively is necessary for organizations ready to compete and compete in a change in the Era of MEA's where the challenge for higher education institutions to improve the processing of talent consisting of attracting talent, developing talent, and retaining talents to fullfilment the needs of today's organizations and the future.

1.1 Background to the research

Telkom University is one of the private college in Bandung, 2016 is the third year of Telkom University established since on 14 august 2013. As a newly established university for three years, Telkom University has been ranked 25 in Indonesia based on the results data of Webometrik. It shows that Telkom University at a young age was capable of being the best universities in Indonesia. However, job satisfaction of employees in Telkom University has not achieved optimally because there is an average value realization is not comparable with the average value of the specified target. Has not realization of job satisfaction of employees in Telkom University allegedly affected by the processing of talent that consist of attracting talent, developing talent, and retaining talent, where there is a gap between talent management processing and employee espectations. So that the processing of talent management at the Telkom University away from the desired expectation by employees.

2. Literature Review

Talent Management is a set of activities integrated in managing high performers in all levels of the organization with the main component is attracting talent through procurement and orientation; developing talent through performance management, learning, and reviews talents; retaining talent through career planning, succession planning, and keeping the talent (Sule dan Wahyuningtyas, 2016:13-14). To attracting and retaining talent, companies need to know what is desired talent as a result the company should set up an incentive system in accordance with the needs of talent. (Maslow dalam Bethke-Langenegger *et al*, 2011:7). Identifying the right people and having a special programme to keep them in the company raise their work quality and qualification levels. Moreover, as talent are part of a privileged group of employees and are valued, they show a higher level of job satisfaction, performance motivation, and commitment (Senge, 2006:6). The successes of communicate talent management strategy by focusing on talent development, significant higher job satisfaction, performance motivation, commitment and higher trust in leaders as employees are given career and development perspectives and goals according to their competencies and engagement levels (Bethke-Langenegger *et al*, 2011:13). The talents who are given opportunities to grow and develop themselves and gain experience within the organization, and engaged in jobs having a higher job satisfaction (Anand, 2011:6). The implementation of Talent Management which correctly is integrating talents attracting, developing talents, keeping talents with human resource management procedures in order to raise job satisfaction and encourage employees to keeping the commitment on the company (Elahinejad dan Gholami, 2015:7).



The main areas of Talent Management based on Sule and Wahyuningtyas (2016:31-39)

- **Attracting Talent**
Attracting talent is a series of processes to gain the best people and put the employees in accordance with the talent possessed. Attracting talent consists of talent planning, recruitment, selection, and orientation.
- **Developing Talent**
Talent development is a process to explore the potential of the employees that developed into organizational competencies needed in the future. Employee development started from the performance assessment, the mapping of talent, the needs analysis of learning and development, implementation of learning and development, and talent review.
- **Retaining Talent**
Retaining talent is a process to retain talented employees in order to remain a part of the organization. Organizations should take steps to build employee commitment, job satisfaction and foster a pride of employees to the organization. The activities of the process are career planning, succession planning, keeping talent.

Job satisfaction is a very important factor in career succession and a factor to improve individual performance and personal satisfaction of individuals. Every manager in a variety of ways tries to increase job satisfaction in the company. Job satisfaction is an important element in the company. Job satisfaction refers to an individual's general attitude towards work (Robbins, 2007:103). The results of dissatisfaction and job satisfaction are influenced by several factors. Based on previous research said that there are five dimensions in job satisfaction that is *Nature of work, Salary, Promotion Opportunities, Supervision and Care, dan Colleagues* (Hamidi *et al*, 2014:13). Based on Elahinejad dan Gholami (2015:7) said that job satisfaction has five dimensions that is *Job Nature, Salary, Improvement Opportunity, Monitoring and Care, dan Co-Worker*.

The six dimensions of job satisfaction based on Luthans (2008: 145-146) :

- **The work itself**
This element describes that the employee perception toward the job as an interesting job, through their job has an opportunity to learn, and the opportunity to accept responsibility
- **Pay**
The employees want the wage system and promotion policy they perceived as fair, no doubt, and in line with their expectations.
- **Promotion Opportunities**
Promotion opportunities lead to a different effect on job satisfaction because of differences on remuneration. Promotion is the process of moving employees from one office to another on higher position
- **Supervision**
Task of supervision could't be separated with leadership functions, which affects the activities of subordinate enterprises through the communication process to achieve certain objectives of an organization.
- **Co-worker**
Colleagues who are friends, co-workers or cooperation working group is a source of job satisfaction for workers individually
- **Working conditions**



Good working conditions (environment clean and attractive), could made the job can easily and then there would be no problems with job satisfaction, otherwise if the existing bad conditions it will be bad impact on job satisfaction.

2.1 The Conceptual Model of the Research

The main purpose of this study is to investigate the levels of job satisfaction employees in the Telkom University and to determine the influence of talent management on the job satisfaction of employees in the Telkom university, Indonesia. Here the theoretical foundations related to research subject are evaluated, the conceptual model of the research is provided. After evaluating the theoretical foundations and analyzing the gap of talent management in Telkom University consist of attracting talent; developing talent; and retaining talent and job satisfaction consist of work itself, promotion opportunities, pay, supervision, co-worker, working conditions. The model was provided as follows:

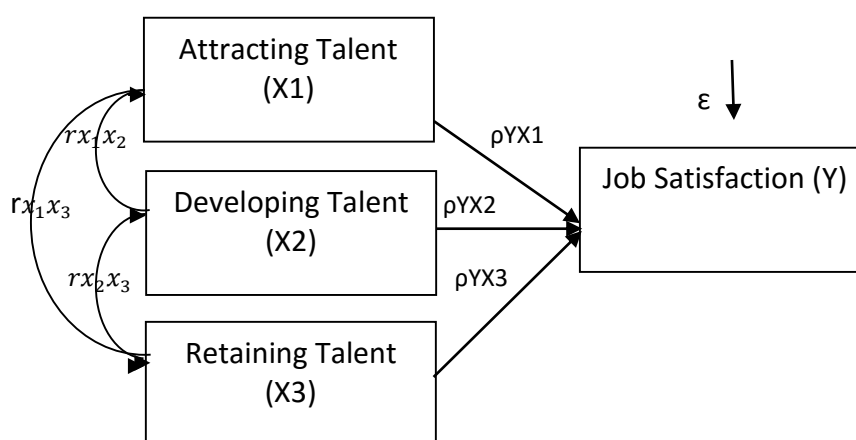


Figure: Research Model

Based on the research model can be explained the research hypotheses as follows:

H1: Attracting talent, developing talent, retaining talent has a positive effect on job satisfaction in Telkom University simultaneously

H2: Attracting talent has a positive effect on job satisfaction in Telkom University

H3: Developing talent has a positive effect on job satisfaction in Telkom University

H4: Retaining talent has a positive effect on job satisfaction in Telkom University

3. Methodology

The research study is to investigate the levels of job satisfaction employees in Telkom University and to determine the influence of talent management on the job satisfaction of employees in the Telkom university, Indonesia. This study is cross-sectional and hypothetical approach study. The sampling technique this study is saturated sampling on 112 respondents with criteria of Individual Performance Value (NKI) is P1. The procedure of his research is collecting data by questionnaire and in this study used path analysis technique because to know the direct and indirect influence between variables within statistical package for social sciences (SPSS).

4. Results and Discussion

Determine the reliability of the questionnaire:

In this study to determine the reliability of the questionnaire, we used Cronbach's alpha test. Cronbach's alpha coefficient at least 0,70 that indicates the questionnaire has a good level of reliability (Indrawati, 2015:155). The



results of this test are given in the table 1 below.

Table 1. Cronbach`s alpha coefficient

Variables	Cronbach`a alpha coefficient	Conclusion
Attractig talent	0,748	Realible
Developing talent	0,770	Realible
Retaining talent	0,767	Realible
Job satisfaction	0,737	Realible

Cronbach`s alpha coefficients for all questions are equal greater than 0,70, then questionnaire has acceptable reliability.

The descriptive Result:

Here a summary on sample demographic variables such as gender, age, education level, employment period within 112 respondents are provided in table 2.

Table 2. Summary on Sample Demographic Variables

		Frequency	Percentage
Gender	Male	70	62,5%
	Female	42	37,5%
	Total	112	100%
Age	20-25	6	5,4%
	26-30	27	24,1%
	31-40	57	50,9%
	>41	22	19,6%
	Total	112	100%
Education Level	Diploma	4	3,6%
	Bachelor	26	23,3%
	MS	75	67%
	PHD	7	6,3%
Total		112	100%
Employment Period	<5	47	42%
	5-10	56	50%
	11-15	5	4,5%
	>15	4	3,6%
Total		112	100%

Based on the results of respondent characteristics shown that 62,5% on sex dominated by men, age category by 50,9% dominated age range 31-40 years, education level category by 67% dominated respondents on Master (S2), and employment period category by 50% dominated on 5-10 years. Based on the results of opinion respondent analysis about attracting talent (X1) shown that 77,19% belong to effective category, it means that Telkom University in procurement of employees adjusted with organizational strategy and also adjusted with knowledge, skills, abilities possessed by employees and new employees gain the orientation after the selection. Based on the results of opinion respondent analysis about developing talent (X2) shows that 73,52% belong to effective category, it means that Telkom University in developing talents were adjusted the needs pf development and learning of current and future employees and the effectiveness of competency development



are assessed from the performance appraisal. Based on the results of opinion respondent analysis about retaining talents (X3) shows that 71,65% belong to effective category, it means that Telkom University in retaining talent by providing career planning, succession planning is adjusted the needs of the organization and also Telkom University seek on fulfillment of financial and non-financial and to increase employee satisfaction. Based on the results of opinion respondent analysis about job satisfaction (Y) shows that 75,15% belong to high category, it means that Telkom University was appropriate in the desire of employees within provides employment, pay, promotion opportunities, supervision, co-worker, and working conditions so that gives a sense of satisfaction to the employees.

The Summary Result:

The result within SPSS obtained for F-test is 22,108 > F-table is 2,61 so that the first hypothesis is accepted and the p-value is less than 0,05 which depicts that the attracting talent, developing talent, retaining talent have positively significant impact on the job satisfaction simultaneously. Based on the R-Square, the magnitude of the influence of elements of attracting talent, developing talent, retaining talent is 38% while the remaining 62% is influenced by other variables outside of this research. Retaining talent (X3) has a total effect on job satisfaction by 15%. It is shown that the majority of age category is 30-40 years that is at the consolidation phase, where individual plan career to determine the promotion, change work, and activity education needed to achieve this objective. So that employees will be compete to meet them, where the role of organization required in designing career his servants a good by adjusting the needs of employees for the purpose company (Rivai, 2008:291). The developing talent (X2) has a significant effect on employee job satisfaction with a total effect of 13%. It is shown that the employment period of respondents with criterion <5 years is 42%, where the work is relatively low on the hours of flying in work so needed development and learning in the present and future to improves the knowledge and competence of employees to become educators who ready to contribute in Tri Dharma activities at Telkom University. Thus, learning directed not only to the creation of products and better service, but also toward more alert, adaptive, and efficient (Gaspersz, 2013:445) so it needs effectiveness of development and learning. The attracting talent (X1) has a significant effect on employee job satisfaction with a total effect of 10%, It is shown that 67% on level education are dominated by Master (S2) while the level of education on Doctor (S3) by 3,6%, where there is a gap competency in fulfillment on level of education in Doctor less than 30% (managerial work plan of Telkom University). So that to completing gap competency is needed recruitment process and selection which is adjusted with needs organization.

The results of hypothesis partial test based on criteria of t-test > t-table (1,982) are accepted and p-value <0,05 are significant. The results are provided in table 3.

Table 3. Hypothesis Partial Test

Path	T-test	P-value	Beta Value	Confirmed Hypothesis
Attracting talent → Job satisfaction	2,197	<0,05	0,211	H2 accepted
Developing talent → Job satisfaction	2,120	<0,05	0,232	H3 accepted
Retaining talent → Job satisfaction	2,522	<0,05	0,274	H4 accepted

Based on table 3 which depicts that attracting talent, developing talent, retaining talent has positive significant impact on job satisfaction are partially. The result based on the beta value, attracting talent have 21,1% impact on the job satisfaction; developing talent have 23,2% impact on the job satisfaction; retaining talent have 27,4% impact on the job satisfaction. The result of the beta value which briefs that if there is 1% change in the attracting talent, developing talent, and retaining talent then 21,1%; 23,2%; 27,4% change will be seen in the job

satisfaction and any attracting talent, developing talent, and retaining talent precludes the same directional change in the job satisfaction

5. Conclusion

Job satisfaction in Telkom University is high, it means that Telkom University was appropriate in the desire of employees within provides employment, pay, promotion opportunities, supervision, co-worker, and working conditions so that gives a sense of satisfaction to the employees. The findings indicated the positive and significant impact of attracting talent, developing talent, retaining talent on the job satisfaction. According to the positive effect of attracting talent, developing talent, retaining talent on job satisfaction are considered as the variables which have an important role in right and appropriate implementing the policies related to talent management. Based on the findings, we can understand that process of attracting talent in Telkom University within talent planning process, recruitment, selection, and orientation were appropriate to get the best people and put the employees in accordance with the capabilities and skills possessed. Their suitability jobs with the skills and abilities of employees are expected to encourage employees to produce a good performance and will lead to his job satisfaction. Process of developing talent in Telkom University was appropriate to explores the potential of employee development into competencies are needed organizational in present and the future. Employees who are given opportunities to grow and develop themselves having a higher job satisfaction. The process of retaining talent in Telkom University was appropriate within process of career planning, succession planning, and keeping the talent in order to not leave the organization. The succession planning it means that promotion opportunities which gives a different effect on job satisfaction because of differences in remuneration.

6. Recommendation

Process of attracting talent, researchers gave suggestions to the Telkom University to considered several things in succession planning with several steps, that is to identify key positions for succession, identifying competencies, prepare two to three successor for each position, individual learning plans, evaluation succession program. So that, organizations could ensure that all the key positions of leadership have regenerated a sustainable way.

The process of developing talent, researchers gave two alternative suggestions. The first alternative on determining development and learning, the best way of Telkom University uses HAV Matrix (Human Asset Value) to mapping the talent based on performance and potential of employees. After that the mapping for each employees in HAV Matrix, learning and development programs could be adapted to each category. The second alternative for development in talent management system could be done by all organizations that provide a positive work environment, recognition and rewards for appropriate behaviour, involved of the team to improves corporate performance, developing the potential and skills, evaluates and acknowledges the talent. The collaboration both alternatives could be determined process of developing talent are effectively and efficiently in telkom universty. The process of attracting talent, researcher gives advice to internal or external procures should be suitable in needs, budget, and organizations policy at Telkom University. Sugestions for futher research, hopefully to do several research about talent management that could be affect on dependent variable excepted job satisfaction, for example job performance, employee loyalty that could be affect to talent management. This study only focuses on Telkom University as an academic category, futher research could be take in another object which in the company or industry. Hopefully, would gives a benefit to solving problem about talent management in the company or industry



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