Model Of Employee Performance Development Based On Talent Management At Pt Pertamina Ru-Vi Balongan Indramayu West Java

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Abstract. Talent management is seen as a strategic step in human resource development. In the midst of increasingly competitive market competition, the role of human resources is felt to be increasingly important. The organization realizes that human resources are an important factor in creating an organizational competitive advantage. Therefore organizations need to carry out human resource planning. The purpose of this study is to determine the influence of talent management on employee performance with the variables of Digital Innovation Capability and Organizational Citizen Behavior (OCB) as mediation variables. This research method uses a quantitative approach with a Structural Equation Model (SEM). The source of this study used primary data. Data collection of this study used questionnaires. The sample of this study was 285 employees of PT Pertamina RU-VI Balongan using random sampling techniques.

Keywords: Employee performance, digital innovation capabilities, talent management, organizational citizen behavior.

I. INTRODUCTION

The company wants employees who work earnestly with the ability to obtain good work results. Without good performance from all employees, success in achieving goals will also be difficult to achieve. The definition of performance (performance) is an overview of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Therefore, if without the goals and targets set in the measurement, then the performance in a person or the performance of the organization is unlikely to be known if there is no benchmark for its success. (Moeheriono, 2014: 95).

Human resource management plays an important role in optimizing company performance in maintaining long-term business continuity. Companies that are able to manage human resources well are expected to be able to maximize organizational performance to the maximum as well. Grand theory Human resource management is a series of strategies, processes and activities designed to support company goals by integrating the needs of the company and its human resource management individuals (Veithzal, 2014). In other words, through human resources, they will synchronize or adjust appropriately between the needs of the company and the provision of qualified human resources to fill the needs of the company. The company's management must be able to pay close attention to the human resource management process

that is taking place. Human resource management has a fairly important and strategic role in order to participate in building work efficiency and effectiveness in a company. The better the handling of problems related to human resource management, of course, the better the performance of employees. Human resource management will become the main problem for the company if it is not handled properly.

In an effort to fulfill competent human resources, the right talent management process is needed. In Middle theory, According to Kehinde (2012) talent managementa is the application of an integrated strategy or system designed to increase productivity in the workplace by developing better processes to attract, develop, retain and utilize people with the skills and skills needed to meet current and future business needs . Based on this, an appropriate and integrated strategy is needed from the company's management to increase company productivity by optimizing the human resources in the company.

The implementation process of good talent management will certainly have a positive impact on the development and growth of Employee Performance in the field. In an applied theory approach, the development of Employee Performance is needed to produce good organizational performance. According to Sedarmayanti (2017), performance is not a characteristic of a person, such as talent or ability, but is the embodiment of talent or ability itself. The opinion suggests that performance is the embodiment of ability in the form of real work. In the implementation in the field, employee performance optimaization is needed in order to maintain the existence of the company in the long term and sustainably.

The company's ability to innovate is the most important factor in competitive advantage in extremely volatile market conditions. The company's capabilities, especially in the innovation process, will greatly determine the company's long-term continuity and existence. The company's capabilities will certainly make a positive contribution to the sustainability of the company. Digital innovation capabilities lead organizations to develop innovations continuously to respond to a changing and embedded market environment with all strategies, systems and structures that support innovation in an organization (Gloet & Samson, 2016). In other words, the digital innovation capabilities owned by the company can make the company a leader in similar industries and of course can adapt in a market environment that does change dynamically from year to year. Digital innovation capability is the ability to develop products or services in accordance with market demand by implementing the process process appropriately and quickly in responding to technological changes and unexpected opportunities

made by competitors. Innovative organizations must be able to improve digital innovation capabilities both in terms of individuals and the organization itself. One of the impacts of digital innovation capabilities is the change in the type of innovation (Rajapathirana & Hui, 2017). Baldwin el al. (2013) in his research stated that larger companies are more innovative than smaller companies, because they have more ease of access to financing, can spread the fixed costs of innovation to a greater volume of sales, the benefits obtained from economies of scale, and complementarities between research and development and other activities within the company.

Organizational Citizenship Behavior (OCB) is another variabel that must be considered by management in order to improve Employee Performance. The development of science in regulating human resources provides several ways to anticipate company constraints in increasing employee loyalty to the company. Organizational Citizenship Behavior (OCB) is an organizational role that needs to be instilled in every employee, so as to be able to have a great influence on the company. According to Karriker and Williams in Choi, Moon, Ko, and Kim (2014) say that Organizational Citizenship Behavior (OCB) is the volunteer behavior of employees for the effectiveness of the organization that exceeds its formal responsibilities within its organization. Every company must also expect high loyalty from all its employees so that it has a big impact on the company. With a well-implemented Organizational Citizenship Behavior (OCB), it is expected that Employee Performance will also experience a significant increase. Organizational Citizenship Behavior (OCB) must be implemented properly by the company's management with this policy, of course, employee behavior is expected to be in accordance with the behavior expected by the company's management. A well-implemented Organizational Citizenship Behavior (OCB) will certainly increase the efficiency and effectiveness of the company's organization.

Employee performance greatly affects the expected development and results of the business. To achieve this optimal performance, companies must increase human resources because performance is directly proportional to their human resources. While in the current global demands of economic change, there are still many human resources that have not been able to compete with the digital era that is currently being built, this is what makes the company in a difficult situation in an effort to retain employees to achieve its business goals. Effendi (2013) agrees that performance is the result of work produced by employees or real behaviors that are determined according to their role in the organization. The presence of employees who have good performance

in a company will certainly have a good impact on the development of the company itself. Basically, employees are tasked with leading the company, organizing and making various kinds of policies that are thought to improve the overall performance of the company, and vice versa, when the performance of company employees is not able to work well, the long-term continuity of the company will be quite threatened.

Research conducted by Iman Khaki, Hamid Erfanian Khanzadeh and Azam Babaki Rad (2017) on Talent management and Innovative Behavior Based on the Mediating Role of Organizational Learning shows that there is a significant relationship between talent management and employee innovative behavior, and organizational learning mediates the relationship between talent management and employee innovative behavior. In addition, according to the minor hypothesis, there is a significant relationship between the components of talent management and innovative behaviors and the learning component of the organization can mediate the relationship between talent management and innovation. The similarity of this research is to use a quantitative approach. The difference in this study used Pearson Correlation data analysis, and did not analyze how it affects Organizational Citizenship Behavior (OCB) and Employee performance.

Diny Atrizka, Harun Lubis, Cipto Winner Simanjuntak and Ikbar Pratama (2015) in their journals concluded that all hypotheses were accepted which means that talent management has a significant effect on OCB & affective commitment of pharmaceutical companies. The analysis also showed that contract fulfillment has a positive mediation role in the relationship between OCB and talent management. The study also illustrates the practical implications for employees and managers to improve the role of talent management. This research is original and new because there has been no previous research that explains the role of talent management to affective commitment and OCB. The similarity of this study is to analyze talent management towards organizational citizenship behavior and use the same data analysis, namely SEM analysis. The difference in this study, where Diny Atrizka, Harun Lubis, Cipto Winner Simanjuntak and Ikbar Pratama (2015) did not analyze the affective commitment of employees and the fulfillment of psychological contracts.

Based on the description in the background above, the author is interested in conducting research on **"Employee Performance Development Model Based on Talent Management of PT Pertamina RU-VI Balongan"**

Researchers have traced several previous studies that discuss human resource management or related to the title, including:

First, research that has been conducted by Iman Khaki, Hamid Erfanian Khanzadeh and Azam Babaki Rad (2017), on "Talent management and Innovative Behavior Based on the Mediating Role of Organizational Learning". The results showed that there is a significant relationship between talent management and employee innovative behavior, and organizational learning mediates the relationship between talent management and employee innovative behavior. In addition, according to the minor hypothesis, there is a significant relationship between the components of talent management and innovative behaviors and the learning component of the organization can mediate the relationship between talent management and innovation. The similarity of this research is to use a quantitative approach. The difference in this study used Pearson Correlation data analysis, and did not analyze how it affects Organizational Citizenship Behavior (OCB) and Employee performance.

Second, a journal-shaped research conducted by Diny Atrizka, Harun Lubis, Cipto Winner Simanjuntak and Ikbar Pratama (2015), entitled "Ensuring Better Affective Commitment and Organizational Citizenship Behavior through Talent Management and Psychological Contract Fulfillment: An Empirical Study of Indonesia Pharmaceutical Sector". Diny Atrizka, Harun Lubis, , Cipto Winner Simanjuntak and Ikbar Pratama (2015) in the journal concluded that all hypotheses were accepted which means that talent management has a significant effect on OCB & affective commitment of pharmaceutical companies. The analysis also showed that contract fulfillment has a positive mediation role in the relationship between OCB and talent management. The study also illustrates the practical implications for employees and managers to improve the role of talent management. This research is original and new because there has been no previous research that explains the role of talent management to affective commitment and OCB. The similarity of this study is to analyze talent management towards organizational citizenship behavior and use the same data analysis, namely SEM analysis. The differences of this study did not analyze the affective commitment of Employees and the fulfillment of psychological contracts.

Third, research on "Effect of competence on organizational citizenship behavior and performance management: The impact on organizational effectiveness" which has been conducted by Andi Rahmawati (2017). The results of the study provide evidence that competence has a significant effect on OCB and management performance. Competence, OCB

and performance management have a significant effect on Structural Equation Modeling. OCB employees are proven to be able to act as mediators in analyzing the influence of competence on the effectiveness of the organization. Performance management is incapable of acting as a mediator in explaining the influence of competence on the effectiveness of the organization. The equation of this study is to use a quantitative approach with structural equation modeling data analysis with WarphPLS Ver. 5.0. The differences in this study do not analyze the effect of organizational effectiveness.

Fourth, research on Innovation As Core Competency: The Role Of Knowledge and Organizational Learning in Knowledgebased Competition Erayang by Lina Anatan (2007) and obtained the result that knowledge management focuses on the acquisition and communication of knowledge which is the foundation of the learning process in organizations. Organizational learning (learning organization) is a process that involves all levels of individuals, groups, organizational, and inter-organizational that focuses on three stages, namely acquisition, communication, and knowledge. Through the learning process, knowledge can provide creative innovation potential which we call core competencies. The similarity of this research is to analyze the relationship between competencies and digital innovation capabilities. Meanwhile, the difference between Anatan's research (2007) is that it uses a qualitative approach and analyzes how organizational learning and knowledge management.

Fifth, research by Tash, Ali and Ahmadzadeh (2016) on The Effects of Talent Management on Employees Performance in Oil Jam Petrochemical Complex (Oil JPC): The Mediating Role of Job Satisfaction. This study aims to determine the relationship between talent management and employee performance and job satisfaction mediation. The findings suggest that, from an audience perspective, there is a significant influence between factors such as attracting talent, alignment, nurturing talent, developing talent and job satisfaction. The equation of this study is to use a quantitative approach with data analysis with correlational descriptive. The differences in this study did not analyze its effect on job satisfaction.

II.   RESEARCH METHODS

The object of this study is manajemen talenta, kapability digital inovasi, organizational citizen behavior and kinerja Karyawan. The subjects in this study were employees at PT Pertamina RU-VI Balongan. The population in the study included employees of PT Pertamina RU-VI Balongan, which was 982 employees. The sample for this study was a minimum of 285 employees of PT Pertamina RU-VI Balongan. The sampling technique used in this study was to use random sampling where sampling was carried out randomly. This research basically wants to test the theory by testing hypotheses. Hypothesis testing was carried out using statistical calculations used to test the influence of Talent Management, Digital Innovation Capabilities and Organizational Citizen Behavior on employee performance at PT Pertamina RU-VI Balongan.

III.   DISCUSSION

A. Characteristics of Respondents

Based on data from 285 employees of PT Pertamina RU-VI Balongan , respondents' identities were obtained regarding gender and age. The frequency distribution is presented in table 4.1 as follows:

Table 4. 1 Characteristics of Respondents

Characteristic	Category	Sum	Percentage
Gender	Man	152	53%
	Woman	133	47%
Age	20-25 Years	30	11%
	26-35 Years	128	45%
	35-45 Years	89	31%
	> 45 Years Old	38	13%

Based on table 4.1, the characteristics of respondents based on gender show that the majority of PT Pertamina RU-VI Balongan employees are male. Based on age, results were obtained where employees aged under 20

to 25 years were 30 people (11%), employees aged 26 to 35 years were 128 people (45%), employees aged 35 to 45 years were 89 people (31%) and employees over 45 years were 38 people (13%). This shows that most of the employees of PT Pertamina RU-VI Balongan are between 26 to 35 years old.

B. Analysis of Validity and Reliability Test Results

This validity test uses the product moment correlation coefficient technique (product moment correlation = r) with a critical point of 0.1163. The statement item is declared valid if its correlation coefficient (r_{xy}) ≥ 0.1163 (Kaplan & Saccuzzo, 2005). Reliability test using the Alpha-Cronbach method with a critical point of 0.70. Valid statement items can be declared reliable if the reliability coefficient ≥ 0.70 (Kaplan & Saccuzzo, 2005).

Table 4.2. Recapitulation of Test Results validity and reliability of questionnaires

Variable	Item	Validity			Reliability		
		Correlation Value	Critical Value	Ket.	Alpha Cronbach	Critical Value	Ket.
Talent Management (MT)	1	0,760	0,1163	Valid	0,855	0,7	Reliable
	2	0,771	0,1163	Valid			
	3	0,754	0,1163	Valid			
	4	0,724	0,1163	Valid			
	5	0,794	0,1163	Valid			
	6	0,760	0,1163	Valid			
Digital Innovation Capabilities (CDI)	1	0,720	0,1163	Valid	0,836	0,7	Reliable
	2	0,751	0,1163	Valid			
	3	0,741	0,1163	Valid			
	4	0,746	0,1163	Valid			
	5	0,747	0,1163	Valid			
	6	0,741	0,1163	Valid			
Organiza-tional Citizenship Behavior (OCB)	1	0,720	0,1163	Valid	0,924	0,7	Reliable
	2	0,685	0,1163	Valid			
	3	0,710	0,1163	Valid			
	4	0,688	0,1163	Valid			
	5	0,704	0,1163	Valid			
	6	0,722	0,1163	Valid			
	7	0,706	0,1163	Valid			
	8	0,682	0,1163	Valid			
	9	0,745	0,1163	Valid			
	10	0,697	0,1163	Valid			
	11	0,687	0,1163	Valid			
	12	0,708	0,1163	Valid			
	13	0,742	0,1163	Valid			
	14	0,732	0,1163	Valid			
Employee Performance (KK)	1	0,742	0,1163	Valid	0,918	0,7	Reliable
	2	0.718	0,1163	Valid			
	3	0,706	0,1163	Valid			
	4	0,729	0,1163	Valid			
	5	0,666	0,1163	Valid			
	6	0,737	0,1163	Valid			
	7	0,673	0,1163	Valid			
	8	0,710	0,1163	Valid			
	9	0,703	0,1163	Valid			
	10	0,700	0,1163	Valid			
	11	0,690	0,1163	Valid			
	12	0,725	0,1163	Valid			

Variable	Item	Validity			Reliability		
		Correlation Value	Critical Value	Ket.	Alpha Cronbach	Critical Value	Ket.
	13	0,716	0,1163	Valid			

C. Descriptive Analysis of Research Models

Descriptive analysis aims to analyze data by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations. The data described are variables in the study, namely Talent Management (MT), Digital Innovation Capability (CDI) , Organizational Citizenship Behavior (OCB) and Employee Performance (KK) obtained based on respondents' responses in the questionnaire. The classification of assessment categories in this study was determined to be determined based on the number of measurement scales used, namely as many as five classifications. The following is presented an equation for calculating the length of a class at each interval (Supangat, 2007):

$$P = \frac{X_{max} - X_{min}}{b} = \frac{5 - 1}{5} = 0,8$$

		Estimate	S.E.	C.R.	P	Label
Organizational Citizenship Behavior (OCB)	<--- Digital Innovation Capabilities (CDI)	.654	.041	16.107	***	par_8

Information:
P   = Class Length of each Interval
X_{max} = Maximum Value
X_{min} = Minimum Value
b   = Many Classes

Classification of assessment categories against calculated average values, as follows:

Table 4.3. Assessment Category Classification

Calculated Average Value	Category
1.00 – 1.80	Bad
1.81 – 2.60	Not Good Enough
2.61 – 3.40	Enough
3.41 – 4.20	Good
4.21 – 5.00	Excellent

D. DISCUSSION

1) The Effect of Talent Management (MT) on Digital Innovation Capabilities (CDI)

Table 4.16. Regression Weight 1st Hypothesis

		Estimate	S.E.	C.R.	P	Label
Digital Innovation Capabilities (CDI) <---	**Talent Management (MT)**	1.333	.083	15.975	***	par_4

The value of the regression weight coefficient between the Talent Management (MT) variable to the Digital Innovation Capability (CDI) is 1,333 with a probability of 0.000 or p < 0.05 and has a critical ratio (C.R) value of 15,975 or greater than 1.96 then H$_0$ is rejected. This means that there is a significant influence between Talent Management (MT) and Digital Innovation Capabilities (CDI).

2) The Effect of Talent Management (MT) on Organizational Citizenship Behavior (OCB)

Table 4.17. Regression Weight 2nd Hypothesis

		Estimate	S.E.	C.R.	P	Label
Organizational Citizenship Behavior (OCB) <---	Talent Management (MT)	.981	.062	15.864	***	par_9

The value of the regression weight coefficient between the Talent Management (MT) variable and Organizational Citizenship Behavior (OCB) is 0.981 with a probability of 0.000 or p < 0.05 and has a critical ratio (C.R) value of 15.864 or greater than 1.96 then H$_0$ is rejected. This means that there is a significant influence between Talent Management (MT) and Organizational Citizenship Behavior (OCB).

3) The Effect of Talent Management (MT) on Employee Performance (KK)

Table 4.18. Regression Weight 3rd Hypothesis

		Estimate	S.E.	C.R.	P	Label
Employee Performance (KK) <---	Talent Management (MT)	2.817	.145	19.443	***	par_5

The value of the regression weight coefficient between the Talent Management (MT) variables to Employee Performance (KK) is 2,816 with a probability of 0.000 or p < 0.05 and has a critical ratio value (C.R) of 19,443 or greater than 1.96 then H$_0$ is rejected. This means that there is a significant influence between Talent Management (MT) on Employee Performance (KK).

4) The Effect of Digital Innovation (CDI) Capabilities on Organizational Citizenship Behavior (OCB)
Table 4.19.
Regression Weight 2nd Hypothesis

The value of the regression weight coefficient between the variables of Digital Innovation Capability (CDI) to Organizational Citizenship Behavior (OCB) is 0.654 with a probability of 0.000 or p < 0.05 and has a critical ratio (C.R) value of 16,107 or greater than 1.96 then H$_0$ is rejected. This means that there is a significant influence between Digital Innovation Capabilities (CDI) on Organizational Citizenship Behavior (OCB).

5) The Effect of Digital Innovation Capability (CDI) on Employee Performance (KK)

Table 4.20 Regression Weight 3rd Hypothesis

		Estimate	S.E.	C.R.	P	Label
Employee Performance (KK) <---	Digital Innovation Capabilities (CDI)	1.974	.099	19.900	***	par_4

The value of the regression weight coefficient between the variables of Digital Innovation Capability (CDI) to Employee Performance (KK) is 1,974 with a probability of 0.000 or p < 0.05 and has a critical ratio (C.R) value of 19.90 or greater than 1.96 then H_0 is rejected. This means

that there is a significant influence between Digital Innovation Capabilities (CDI) on Employee Performance (KK).

6) The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance (KK)

Table 4.21 Regression Weight 4th Hypothesis

		Estimate	S.E.	C.R.	P	Label
Digital Innovation Capabilities (KK) <---	Citizenship Behavior (OCB)	2.900	.150	19.348	***	par_9

The value of the regression weight coefficient between the Citizenship Behavior (OCB) variables to Employee Performance (KK) is 2,900 with a probability of 0.000 or p < 0.05 and has a critical ratio (C.R) value of 19,348 or greater than 1.96 then H_0 is rejected. This means that there is a significant influence between

Citizenship Behavior (OCB) on Employee Performance (KK).

7) The Effect of Talent Management on Employee Performance mediated by Digital Innovation Capabilities

Table 4.22 Regression Weight 6th Hypothesis

		Estimate	S.E.	C.R.	P	Label
Employee Performance <---	Digital Innovation Capabilities	.831	.330	2.522	.012	par_7

The value of the regression weight coefficient between the Talent Management variables to Employee Performance and the mediation of Digital Innovation Capabilities is 0.831 with a probability of 0.012 or p < 0.05 and has a critical ratio (C.R) value of 2,522 or greater than 1.96 then H_0 is rejected. This means That Innovation

Digital Capabilities mediate the influence of Talent Management on Employee Performance.

8) The Effect of Talent Management on Employee Performance mediated by Organizational Citizenship Behavior

Table 4.23 Regression Weight 6th Hypothesis

		Estimate	S.E.	C.R.	P	Label
Employee Performance <---	Organizational Citizenship Behavior	2.361	1.086	2.174	.030	par_9

The value of the regression weight coefficient between the Talent Management variables to Employee Performance with organizational citizenshipB mediation is 0.831 with a probability of 0.012 or p < 0.05 and has a critical ratio (C.R) value of 2,522 or greater than 1.96 then H$_0$ rejected. This means Organizational Citizenship Behavior mediates the influence of Talent Management on Employee Performance.

IV.   **CONCLUSION**

Based on the results of data analysis and discussion on the Talent Management-Based Employee Performance Development Model at PT Pertamina RU-VI Balongan Indramayu West Java, the following conclusions can be obtained:

1. Talent Management, Digital Innovation Capability (CDI), Organizational Citizenship Behavior (OCB) and Employee Performance according to employees at PT Pertamina RU-VI Balongan Indramayu West Java are still in the sufficient category.
2. Talent Management has a positive and significant effect on Digital Innovation Capability (CDI), which means that the higher the talent management, the higher the Digital Innovation Capability (CDI), and vice versa, the lower the Talent Management (MT) owned, the lower the Digital Innovation Capability (CDI).
3. Talent Management has a positive and significant effect on Organizational Citizenship Behavior (OCB), which means that the higher the talent management, the higher the Organizational Citizenship Behavior (OCB), and vice versa, the lower the Talent Management (MT) owned, the lower the Organizational Citizenship Behavior (OCB).
4. Talent Management has a positive and significant effect on Employee Performance, which means that the higher the talent management, the higher the Employee Performance, and vice versa, the lower the Talent Management (MT), the lower the Employee Performance.
5. Organizational Citizenship Behavior (OCB) has a positive and significant effect on Digital Innovation Capability (CDI), which means that the higher the Organizational Citizenship Behavior (OCB), the higher the Digital Innovation Capability (CDI), and vice versa, the lower the Organizational Citizenship Behavior (OCB) owned, the lower the Digital Innovation Capability (CDI).
6. Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance, which means that the higher the Organizational Citizenship Behavior (OCB), the higher the Employee Performance, and vice versa, the lower the Organizational Citizenship Behavior (OCB) owned, the lower the Employee Performance.
7. Organizational Citizenship Behavior (OCB) and Digital Innovation Capability (CDI) are able to mediate the influence of Talent Management on Employee Performance.

V.   **SUGGESTION**

Based on the results of the research and the conclusions that have been presented, the researcher will submit suggestions in the hope that they can be useful for all interested parties. The suggestions that researchers will put forward are as follows:

1. We recommend that employees at PT Pertamina RU-VI Balongan Indramayu West Java can improve Talent Management, Organizational Citizenship Behavior and Digital Innovation Capabilities so that Employee Performance can also continue to improve.
2. Further research is expected to add other variables that are suspected to have an influence on Employee Performance, this needs to be done so that it can provide benefits for both interested parties and research.
3. And can develop this research by using other methods in researching Talent Management-Based Employee Performance Development, for example through in-depth interviews with respondents, so that the information obtained can be more varied than the questionnaire whose answers are already available.

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