

Analysis of The Impact of Talent Management Practices on Organizations and Human Resources in Batam City

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ABSTRACT

The research aims to analyze the impact of talent management practices on organizational performance as well as human resources in the four-star hospitality industry sector in Batam City. The research uses quantitative methods as well as the application of SPSS as an analysis tool. Has respondent results with data from 251 hospitality employees using Google forms as a medium for the dissemination of questionnaires. The results of the research show that talent attraction and talent development have a significant positive impact on organizational performance as well as human resources. However, talent retention has no significant impact on the performance of the organization and the human resource. Thus, talent management practices such as talent attraction and talent development can be important factors in improving corporate performance and human resources in the four-star hospitality industry in Batam City. This research contributes to understanding how talent management practices can have an impact on organizational performance as well as human resources in the hospitality sector. These results can provide guidance for companies in developing more effective human resource management strategies for organizational goals and sustainable growth.

Keywords: Talent Management, Hospitality Industry, Batam City, Organizational Performance, Career Development

INTRODUCTION

The tourism industry globally is a sector that helps economic growth on a large scale, and this sector is the service sector with the fastest development rate in the world today. And the tourism sector globally has proven to be the most striking industry and is needed by people who love to travel (Gischa, 2022).

Tourism is the entry point for foreign citizens to travel, and Batam City is one of the leading tourism cities in Indonesia (Antony, 2019). So, in 2017 the portion owned by the city of Batam was 72.5% of the 2.1 million tourist visits in the Riau Islands and globally the potential of the tourism industry to support the economy (Batam City Central Statistics Agency, 2020).

In 2021-2022, tourist visits from abroad will increase, indicating that Batam City is starting to recover after being hindered by the Covid-19 pandemic, and based on the Central Statistics Agency which published an article entitled "*Batam City Tourism Development*" (2022) that the occupancy rate for star hotel rooms currently averages 45.67% and has increased to 48.60%.

The rise of the tourism sector is certainly a benchmark for increasing the superiority of Human Resources in companies so that they are able to compete in the Batam City tourism industry both globally and nationally. (Hastawi, 2017). Hotels are one of the most important parts that tourists will use when traveling, for this reason, in order to improve the quality of human resources, companies operating in the tourism sector must have a strategy in managing human resources. (Dang et

al., 2020).

Human Resources (HR) play a crucial role in maintaining the performance and success of a company or organization. Quality human resources are able to be the main driver in carrying out various company activities, so having the appropriate skills, knowledge and competencies is very important in achieving company goals. Even though technological advances and the availability of modern material capital have played a role, company management still relies heavily on human capabilities (Saputra, 2021). Therefore, HR management has become a strategic and integral aspect in the overall function of the organization, both in terms of leadership, work environment and training provided by the company (Sentoso, 2020).

Organizational outcomes is something that the company plans to achieve if the company has the ability to carry out its program (Migdadi, 2022) so that in this case Human Resources (HR) in a company is tasked with managing planning, development, recruitment, orientation, performance management in human resources in the company (Faqih A, 2019).

In order to create superior human resources (HR) and encourage business competitiveness in the tourism sector, it is of course necessary for companies to implement talent management practices which can manage employees well, effectively and efficiently on an ongoing basis. (Dwinda, 2020).

Talent management also includes planning, talent acquisition,

and training to make work develop. This usually makes it easier for the company to gather superior employees in order to improve the company's quality in distributing its products/services(Ishiyama, 2022).

The development of the rising tourism sector is a benchmark for companies operating in the tourism sector, especially hotels, so that they can increase superior talent in their employees so that they are able to compete competitively in the future. In this way, this research was conducted with the aim of finding out whether there is an influence of talent management practices from the components of talent attraction, talent development, talent retention on organizational outcomes and human resources outcomes with a research model like Figure 1 below:

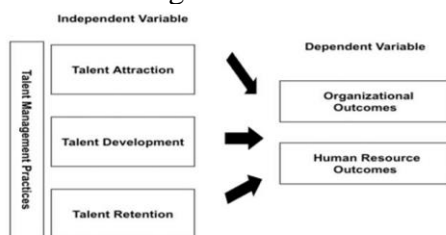


Figure 1: Research Model

H1: Talent attraction has a positive influence on organizational performance

H2: Talent Development has a positive influence on organizational performance

H3: Talent Retention has a positive influence on organizational performance

H4: Talent attraction has a positive influence on human resources within it

H5: Talent Development has a positive influence on human resources within it

H6: Talent Retention has a positive

influence on human resources within it.

Through this research, the benefit to be distributed is to provide a deeper scientific contribution to the understanding of HR management in the industrial and economic context of Batam City. This research will also identify the influence of talent management practices on organizational outcomes and HR development, as well as provide recommendations for companies in improving HR management and overall organizational performance.

RESEARCH METHODS

The research aims to develop previous research researched by Cordero - Au Yeung & Tionson (2022) which analyzes the relationship between talent attraction, talent development, and talent retention on organizational performance and the human resources within it. By using quantitative methods and distributing questionnaires via Google Form and the research object is employees who work in hotels in Batam. In collecting an unspecified sample, this research has 24 question indicators to collect 25 respondents. Based on the research, determining the sample is multiplied by 10 (24 x 10 = 240)(Hair et al., 2018).

RESEARCH RESULT

1. Reliability Test Results

In this research, a variable can be said to be reliable if the reliability test results have an alpha value exceeding 0.6(Ghozali, nd). And in this research there are also 2 variables that are not reliable and 4 variables that are reliable.As explained in table 1. as follows:

2. Classic assumption test

a. Normality test

This test shows that the research model provides a signal that the assumptions are met. This is because it is based on explanation Hair, et al (2018) assumptions are met if all The dots form a diagonal pattern, and in the figure it can be seen that the independent and dependent variables are normally distributed, which means that the results of the normality test are below significant and have a normal distribution.

Table 1. Reliability Test Results

Variables	Cronbach's Alpha	Information
TMPP	0.672	Reliable
TAP	0.662	Reliable
TDP	0.786	Reliable
TRP	0.593	Not Reliable
OOP	0.554	Not Reliable
HROP	0.675	Reliable

Source: Primary data processed (2023)

As explained in Figure 1. as follows:

Table 2. Multicollinearity Test Results

Variable	Tolerance	VIF	Information
TMPP	0.426	2,349	Multicollinearity does not occur
TAP	0.41	2,418	Multicollinearity does not occur
TDP	0.363	2,757	Multicollinearity does not occur
TRP	0.577	2,797	Multicollinearity does not occur

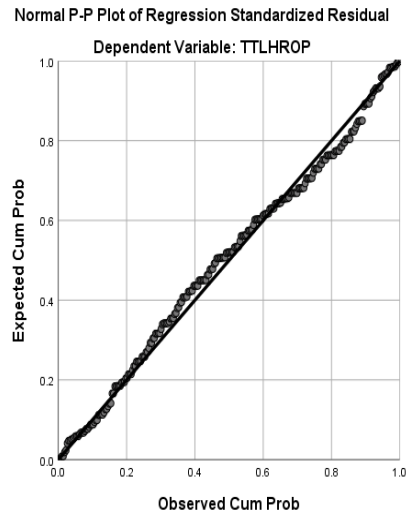


Figure 2. Normality Test Results
Source: Primary data processed (2023)

b. Multicollinearity Test

The multicollinearity test produces a tolerance value that exceeds 0.1 and the variance inflation factor (VIF) does not exceed 10, and it can be shown that there is no independent relationship. This table shows the results of the Variance Inflation Factor (VIF) calculation below 10, which means there is no correlation between the independent variables. The results of data processing show that there is no multicollinearity between variables in the regression model (Hair et al., 2018). As explained in table 2. as follows:

c. Heteroscedasticity Test

Heteroscedasticity test results with independent Talent Management Practices Perception, Talent Attraction, Talent Development Perception and Talent Retention Perception using the Glejser test

to test all variables, the results show that all variables are normally distributed and none are affected by heteroscedasticity(Ghozali, nd)As explained in table 3 as follows:

Table 3. Heteroscedasticity Test Results

Variable	Glejser test	Conclusion
TMPP	0.677	Heteroscedasticity does not occur
TAP	0.654	Heteroscedasticity does not occur
TDP	0.476	Heteroscedasticity does not occur
TRP	0.014	Heteroscedasticity does not occur

3. Quantitative Analysis

Adjusted R2 a value of 0.519 means 51.9% of the ability of the Talent Management Practices, Talent Attraction, Talent Development and Talent Retention

variables to clarify the Organizational Outcomes and Human Resources Outcomes variables described in this research model(Hair et al., 2018).

Table 4. Coefficient of Determination Test Results (R2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.743a	.553	.530	4,528

4. Hypothesis Testing

This test is carried out using a multiple regression model in order to test the influence of two or more independent variables on the dependent variable at intervals or proportional measurement scales in linear equations. (Ghozali, nd). The multiple regression model is used in order to find out whether there is an influence of the independent variables Talent Management Practices Perception, Talent Attraction, Talent Development Perception and Talent Retention Perception on. dependent variables Organizational Outcomes and Human Resource Outcomes.

a. F Test Results

The results of the F test conclude that there is a significant relationship between independent and dependent because the value is 0.000, which means it is smaller than 0.05. In the research case, the sig value. namely 0.000 so that the results can be obtained that the independent variables namely Talent Management Practices Perception, Talent Attraction, Talent Development Perception and Talent Retention Perception have a significant effect on the dependent variable, namely *Organizational*

Outcomes and Human Resource Outcomes.

Table 5. F Test Results

<i>Model</i>	<i>Sig</i>	<i>Information</i>
<i>Regression</i>	0,000	Significant

b. t Test Results

This T test is also tested to see the influence of the

Table 6. t Test Result

Variable	B	Sig	Conclusion
TMPP	0.161	0.018	Not significant
TAP	0.266	0,000	Significant influence
TDP	0.399	0,000	Significant influence
TRP	-0.196	0.481	Not significant

independent variable in explaining the dependent variable individually, seeing that if the significance level is less than 0.05 then the independent variable is significant to the dependent variable. (Ghozali, nd)

DISCUSSION OF RESEARCH RESULTS

1. H1 Talent Attraction has a significant positive effect on Organizational Outcomes

The Talent Attraction variable has a significant positive effect on Organizational Outcomes in this research as proven by the sig value being less than 0.05 at 0.000 and the beta value being 0.266. This statement is supported by Damayanti & Sembiring (2023), because in his research Talent attraction has a significant influence on organizational outcomes.

2. H2: Talent Development has a significant positive effect on Organizational Outcomes

The Talent Development variable has a positive significance on Organizational Outcomes in the research as proven by the sig value being less than 0.05 at 0.000 and the beta value being 0.399, so H2 is accepted. This statement is supported by Cordero - Au Yeung & Tiongson, (2022) which states that talent development has a

positive influence on organizational outcomes.

3. H3: Talent Retention does not have a significant positive effect on Organizational Outcomes

The Talent Retention variable does not have a significant positive effect on Organizational Outcomes in research as proven by a sig value exceeding 0.05 of 0.481 with a beta value of -0.196, so H3 cannot be accepted. This statement is supported by the research conducted by Damayanti & Sembiring (2023) with the test results stating that talent retention does not have a significant effect on organizational outcomes.

4. H4: Talent Attraction has a significant positive effect on Human Resources Outcomes

The Talent Attraction variable has a significant positive effect on Human Resources Outcomes in this research as proven by the sig value being less than 0.05 at 0.000 and the beta value being 0.266. This statement is supported by Trihapsari, et al (2021) because in his research

talent attraction had a positive influence on human resource outcomes.

5. H5: Talent Development has a significant positive effect on Human Resources Outcomes

The Talent Development variable has a positive significance on Human Resources Outcomes in research as proven by the sig value being less than 0.05 at 0.000 and the beta value being 0.399. This statement is supported by Cordero - Au Yeung & Tiongson, (2022) because in his research talent management has a significant positive effect on human resources.

6. H6: Talent Retention does not have a significant positive effect on Human Resources Outcomes

The Talent Retention variable does not have a significant positive effect on Human Resources Outcomes in research as proven by a sig value exceeding 0.05 of 0.481 with a beta value of -0.196, so H3 cannot be accepted

CONCLUSION

In this research, the conclusion can be drawn that the influence of the Talent Attraction variable has a significant positive effect on Organizational Outcomes. Likewise, the Talent Development variable has a positive significance on Organizational Outcomes. The Talent Retention variable does not have a significant positive effect on Organizational Outcomes. The Talent attraction variable has a significant positive effect on Human Resources Outcomes.

The Talent Development variable has a significant positive

effect on Human Resources Outcomes. The Talent Retention variable does not have a significant positive effect on Human Resources Outcomes. So, based on the results of the hypothesis test above, it can be concluded that the independent variable which includes talent management and its dimensions is able to have a significant influence on the dependent variable.

Suggestion

The suggestion from the results of this research is that the contribution of this research can be developed and used as an improvement in future exploration, with an emphasis on further investigating what indicators most influence *Organizational Outcomes* and Human Resources Outcomes. This statement is not supported by Damayanti & Sembiring, (2023) because in the research this hypothesis did not have a significant influence. But this statement is also supported by Cordero - Au Yeung & Tiongson (2022) because in the research this hypothesis had a significant positive influence

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