

The Role of Leadership and Talent Development in Enhancing Employee Performance

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Abstract

This study is motivated by the importance of talent development and leadership in enhancing employee performance in e-commerce companies in Indonesia. Employee performance is a key factor in achieving organizational goals, and talent development as well as leadership are considered crucial in this regard. The purpose of this study is to analyze the impact of talent development and leadership on employee performance and to examine whether leadership moderates the relationship between talent development and performance. The study employs multiple linear regression methods to analyze data collected from 131 respondents. The results indicate that both talent development and leadership significantly influence employee performance. Hypothesis testing reveals that talent development and leadership have a significant positive relationship with employee performance, with leadership having a more dominant influence. However, moderation analysis shows that leadership does not significantly moderate the relationship between talent development and employee performance. The conclusion of this study is that talent development and leadership are important factors in improving employee performance, but leadership does not significantly moderate the relationship between talent development and performance. Therefore, e-commerce companies in Indonesia are advised to focus more on talent development and leadership to achieve optimal employee performance.

Keywords: Talent Development; Leadership; Employee Performance.

INTRODUCTION

Organizations today face dynamic and ever-changing environments, requiring effective Human Resource Management (HRM) to enhance organizational performance and achieve competitive advantage. Employees are therefore considered vital resources crucial for the sustainability of organizations (Taib et al., 2018). HRM practices emphasize the importance of integrating organizational business objectives with human resource policies, which contribute to employee commitment levels and influence overall organizational performance (Anwar & Abdullah, 2021).

The e-commerce sector in Indonesia has continued to grow since the 2000s (Nasution et al., 2020). According to CNN Indonesia (2020), Bank Indonesia reported that the volume of e-commerce transactions nearly doubled during the Covid-19 pandemic. However, as the pandemic transitioned into an endemic in Indonesia, people began resuming pre-pandemic activities, leading to a decline in e-commerce transactions. This shift increased the burden on the workforce hired during the pandemic to meet the high demand (CNN Indonesia, 2020). Furthermore, e-commerce companies face dynamic and fast-paced business environments (Kafetzopoulos, 2022). The global crisis has also posed challenges and impacts on these companies (Bailey & Breslin, 2021). According to CNBC Indonesia (2023), nine e-commerce platforms-Blanja.com, Elevenia, Qlapa, Rakuten, Cipika, Multiply, Mataharimall.com, Toko Bagus, and JD.ID-have closed due to their inability to survive in Indonesia. As of February 2024, the five most visited e-commerce platforms are Shopee, Tokopedia, Lazada, Blibli, and Bukalapak (Solopos Teknologi, 2024). According to the Katadata Team (2022), the number of employees at e-commerce platforms includes 7,970 at Tokopedia, 6,780 at Shopee, 2,960 at Bukalapak, 2,960 at Blibli, and 1,510 at Lazada.

According to Collings et al. (2021), it is crucial for companies to possess the capability to navigate the uncertainties of the business environment through effective strategies and policies. A company's strategic approach to developing employee talent can create a competitive advantage and lead to success amidst environmental uncertainties (Lee et al., 2022). Employee talent development is essential to ensure the availability of competent personnel who can help organizations achieve their vision (Niati et al., 2023). Employees with high competence are capable of enhancing their performance (Arifin et al., 2020). High employee performance benefits the company, making employee development a vital element for organizational success (Niati et al., 2023).

Leadership can assist employees in enhancing their performance during the employee talent development process. This aligns with the statement by Tomšič et al. (2015), which emphasizes that leadership serves as a foundation to ensure that talent development is maintained and properly implemented. Leadership can also support talent development by providing training, motivation, and support to employees (Kafetzopoulos et al., 2022). Additionally, leadership can facilitate organizational adaptation to competitive environments, thereby laying the groundwork for improved employee performance (Pramudya et al., 2023).

This study aims to provide a new perspective to better understand the interaction of leadership in employee talent development to enhance employee performance in Indonesia's e-commerce sector. This research can also assist leaders in e-commerce companies in developing employee talent to improve their performance.

Talent Development and Employee Performance

Relevant training activities and programs lead to superior employee performance and improvements in service delivery (Fuente & Bartram, 2018). Social learning theory states that employees can enhance their performance by observing and emulating successful models during training (Norawati et al., 2022). Workplace training such as coaching, mentoring, formal training, and development courses are essential (Nama et al., 2022). Hee et al. (2019) found that both formal and informal training focusing on basic skill development and managerial skills improve employee performance. Consistently, Herzberg, in his motivation theory, identified skill development as a motivating factor that can enhance job satisfaction and performance (Karim et al., 2019). Additionally, competency theory posits that talent development increases the competencies required for effective performance (Martini et al., 2020). Based on this, we hypothesize:

H1: There is a positive relationship between talent development and employee performance.

Leadership and Employee Performance

According to Rahmadhon et al. (2024), leadership is defined as the style or approach managers use to lead their teams, influencing team members' interactions and performance. Effective leadership can enhance employee performance through the guidance, motivation, and support provided by leaders. Beyond managing and motivating, leadership aims to create a conducive work environment that supports individual development. Based on transformational leadership theory, leaders who can inspire and motivate employees are likely to improve their performance (Northouse, 2015). Situational leadership theory suggests that leaders who adapt their leadership style to the needs of their employees and the situation will increase employee effectiveness (Thompson & Glaso, 2015). Additionally, Iskanto's (2020) findings emphasize the importance of effective leadership in improving employee performance. Based on this, we hypothesize:

H2: There is a positive relationship between leadership and employee performance.

Leadership, Talent Development, and Employee Performance

Effective leadership not only directly impacts employee performance but also moderates the influence of talent development on performance. Path-goal theory states that leaders who clearly set goals and provide paths to achieve them can enhance the effect of talent development on performance (Bakar & Connaughton, 2023). The Vroom-Yetton-Jago normative decision model suggests that leadership decisions involving employees in the talent development process will strengthen the effectiveness of this relationship (Goestjahjanti et al., 2020). Furthermore, Miranda et al. (2024) identify that expectancy motivation theory is also relevant in understanding and addressing workplace bullying

issues, indicating that employees who feel their expectations are met tend to have better motivation and performance. Employee training refers to instruction planned by leaders to clarify employee tasks, answer questions, and provide advice (Chilunjika, 2022). In a similar context, Aina and Atan (2020) emphasizes that regular training and feedback should be utilized to manage employee performance. Mentoring is expected to produce positive outcomes for employees, improve competencies, and foster career advancement (Lapointe & Vandenberghe, 2016). Aina and Atan (2020) argues that mentoring serves as a mechanism for developing employee talent by sharing essential job-related skills, behaviors, and attitudes. Based on this, we hypothesize:

H3: Leadership moderates the relationship between talent development and employee performance.

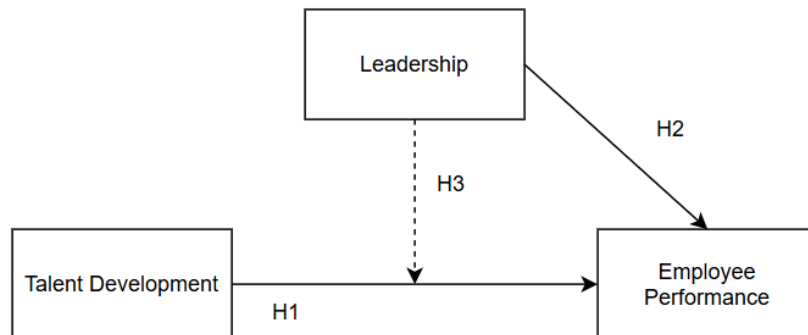


Figure 1. Conceptual Model of the Influence of Talent Development, Leadership, and Employee Performance.

Source: Author, data processing results (2024)

METHODOLOGY

This study employs a quantitative approach with a survey design. The quantitative approach was chosen because it allows for the statistical measurement of relationships between variables and provides a more objective depiction of the influence of talent development and leadership on employee performance. The population in this study consists of all employees working in e-commerce companies in Indonesia. To determine a representative sample size, the Hair method was used, which recommends a minimum of five times the number of variable indicators. In this study, the sample size comprised 131 respondents, selected randomly.

The instrument used in this study is a questionnaire consisting of several sections, namely talent development, leadership, and employee performance, measured using a 5-point Likert scale. The questionnaire was distributed to e-commerce employees in Indonesia through the online platform Google Forms.

In analyzing the data, several statistical techniques were used, including validity and reliability tests to ensure that the research instrument is both valid and reliable. Multiple linear regression was applied to examine the effect of talent development and leadership on employee performance. Additionally, moderation analysis was conducted to assess the role of leadership as a moderating variable in the relationship between talent development and employee performance. These techniques were implemented using Path Analysis.

RESULT and DISCUSSION

Result

This study aims to examine the influence of talent development and leadership on employee performance, as well as assess the role of leadership as a moderating variable. Initially, validity and reliability tests were conducted using 34 sample data points, with the r-table value at a 5% significance level set at 0.399. Based on the analysis results, all r-calculated values for each variable exceeded the r-table value, indicating that all tested question items met the validity criteria and were deemed valid. The reliability test was performed using the Cronbach's Alpha method to evaluate the internal consistency of the research instrument. The test results revealed that the Cronbach's Alpha values for each variable

were greater than 0.6, indicating that the instrument used has good reliability and can be trusted to measure the variables studied.

Table 1. Normality Test Results Using olmogorov-Smirnov One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		131
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.32032414
Most Extreme Differences	Absolute	.079
	Positive	.064
	Negative	-.079
Kolmogorov-Smirnov Z		.908
Asymp. Sig. (2-tailed)		.382
Exact Sig. (2-tailed)		.363
Point Probability		.000

a. Test distribution is Normal.

b. Calculated from data.

Source: Author, data processing results (2024)

Data analysis was conducted using the multiple linear regression method. The results of the normality test using the Kolmogorov-Smirnov method indicated that the residual data were normally distributed, with an Asymp. Sig. value of 0.382, which is greater than the significant level of 0.05. This means that the regression model used in this study meets the normality assumption.

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Pengembangan Bakat	.344	2.909
Kepemimpinan	.344	2.909

Source: Author, data processing results (2024)

Furthermore, the results of the multicollinearity test indicated no multicollinearity issues in the model, with a Tolerance value of 0.344 and a VIF value of 2.909 for the variables of Talent Development and Leadership. These results demonstrate that the independent variables in this study are not highly correlated with each other and are reliable for regression analysis.

Table 3. Heteroscedasticity Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.504	.124		4.070	.000
Pengembangan Bakat	-.005	.052	-.014	-.096	.924
Kepemimpinan	-.066	.053	-.186	-1.259	.210

a. Dependent Variable: abs_res

Source: Author, data processing results (2024)

For the heteroscedasticity test, the analysis results showed no heteroscedasticity in the regression model, with all Sig. values for the variables of Talent Development and Leadership exceeding 0.05. This indicates that the residual variance is constant, and the regression model can be reliably used for prediction.

Table 4. F-Test Results ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.648	2	14.324	137.453	.000 ^a
	Residual	13.339	128	.104		
	Total	41.987	130			

a. Predictors: (Constant), Kepemimpinan , Pengembangan Bakat

b. Dependent Variable: Kinerja

Source: Author, data processing results (2024)

The F-test results indicated that the overall regression model is significant, with an F-calculated value of 137.453, which is greater than the F-table value of 3.067, and a Sig. value of 0.000. This demonstrates that the variables Talent Development and Leadership collectively have a significant influence on Employee Performance.

Table 5. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1(Constant)	.855	.184		4.642	.000
Pengembangan Bakat	.239	.077	.265	3.115	.002
Kepemimpinan	.550	.078	.597	7.024	.000

Source: Author, data processing results (2024)

The t-test results showed that the Talent Development variable had a t-calculated value of 3.115 with a Sig. value of 0.002, while the Leadership variable had a t-calculated value of 7.024 with a Sig. value of 0.000. This indicates that both variables have a significant influence on Employee Performance, with Leadership having a stronger impact.

Table 6. R-Test Results

Model Summary^b

Model	R	R Square
dimension0	1	.826 ^a

a. Predictors: (Constant), Kepemimpinan , Pengembangan Bakat

Source: Author, data processing results (2024)

The results of the R test indicate that the regression model used to analyze the influence of Leadership and Talent Development on Performance demonstrates a strong and significant relationship. A high R-Square value suggests that the independent variables in the model can explain a substantial portion of the variability in performance, indicating that the model is well-suited for prediction within the context of this study.

Table 7. Sobel Test Results

Pengaruh tidak langsung X ke Z ke Y	Z sobel	P sobel
0.43615	1,51842264	0,12890789

Source: Author, data processing results (2024)

Finally, the results of the moderation test using the Sobel method revealed that while there is an indirect effect of Talent Development on Performance through the Leadership variable, this effect is not statistically significant at the 5% significance level (P Sobel = 0.128). The indirect effect value was 0.436, with a Sobel Z-value of 1.518. This indicates that Leadership does not significantly moderate the relationship between Talent Development and Performance.

To explore further, the direct effect of Talent Development on Leadership was recorded at 0.793, while the direct effect of Leadership on Performance was 0.550. The indirect effect of Talent Development on Performance through Leadership was calculated by multiplying the direct effect of X on Z (0.793) by the direct effect of Z on Y (0.550), yielding an indirect effect of 0.436.

Although an indirect relationship exists, the Sobel Test results show that this effect is not significant, indicating that Leadership does not act as a strong moderating variable in the relationship between Talent Development and Performance within this research model.

Discussion

The results of this study show that talent development and leadership play a significant role in improving employee performance in e-commerce companies in Indonesia. These findings align with human resource theory, which posits that effective talent development enhances employee competencies, ultimately leading to better performance (Martini et al., 2020). Furthermore, this finding supports previous research by Fuente and Bartram (2018), which found that relevant training activities significantly contribute to improving employee performance. It also aligns with the findings of Hee et al. (2019), which highlighted that both formal and informal training enhance employees' skills and performance.

Effective leadership has also been proven to have a strong impact on employee performance, supporting the findings of Rahmadhon et al. (2024) and Iskanto (2020), which emphasize the critical role of leadership in creating a productive work environment. Additionally, this study strengthens

transformational leadership theory proposed by Northouse (2015), which suggests that leaders who inspire and motivate employees can significantly enhance their performance.

However, contrary to the hypothesis, leadership does not serve as a significant moderator in the relationship between talent development and employee performance. This result contradicts the path-goal theory suggested by Bakar and Connaughton (2023), which states that leaders can amplify the effect of talent development on performance by providing clear direction and support toward achieving goals. Similarly, the normative decision model by Vroom-Yetton-Jago, as highlighted by Goestjahjanti et al. (2020), which emphasizes the importance of involving employees in talent development decision-making, was not confirmed in this study. This indicates that talent development has a direct influence on employee performance, while the role of leadership functions more independently in improving performance.

In the context of e-commerce companies, these results may reflect the need for more focused and autonomous talent development strategies without over-reliance on leadership interventions. This study provides a significant contribution to understanding the dynamics of talent development and leadership in the context of employee performance. For future research, it is recommended to explore other factors that may serve as moderators or mediators in this relationship and to consider more specific contextual variables for a more comprehensive understanding.

CONCLUSION

This study reveals that talent development and leadership play a significant role in enhancing employee performance in e-commerce companies in Indonesia. Effective talent development directly improves employee competencies and performance, emphasizing the importance of relevant training and development programs within organizations. Additionally, effective leadership has also been proven to be a crucial factor in creating a productive work environment that supports optimal employee performance.

However, the findings indicate that leadership does not act as a significant moderator in the relationship between talent development and employee performance. This suggests that talent development and leadership independently contribute to performance improvement without significant interaction between the two.

Overall, this study provides new insights into the importance of talent development and leadership in the e-commerce context, highlighting the need for more focused strategic approaches to enhance employee performance.

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