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### FACTORS AFFECTING EMPLOYEE PERFORMANCE IN BANK EMPLOYEES BATAM CITY

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#### ABSTRACT

*The study examines the influence of Talent Management, knowledge management, career development, motivation, and competence on employee performance. The object of this research is an employee at a bank in Batam City. The data used was primary data and using Google Forms and collected as many as 233 respondents through the dissemination of questionnaires. The application of SPSS (Statistical Product and Service Solutions) is used as a test tool and the results of research show that talent management and knowledge management have significant and acceptable bets, while on motivation, career development, and competence have insignificant or unacceptable results after the test. This research recommends that this study be developed with the added variables and is expected to support the improvement of employee performance in order to create more potential human resources to create corporate competitiveness.*

**Keywords:** Talent Management, Employee Performance, Banking

#### ABSTRAK

Penelitian ini menguji pengaruh dari *Talent Management, knowledge management, career development, motivation, dan competence* terhadap *employee performance*. Objek penelitian ini adalah karyawan pada Bank di Kota Batam. Data yang digunakan adalah data primer serta menggunakan Google Form dan mengumpulkan sebanyak 233 responden melalui penyebaran kuesioner. Aplikasi SPSS (*Statistical Product and Service Solutions*) digunakan sebagai alat uji dan hasil penelitian menunjukkan bahwa *talent management* dan *knowledge management* memiliki pengaruh signifikan dan dapat diterima. Sedangkan pada *motivation, career development, dan competence* memiliki hasil tidak signifikan atau tidak dapat diterima setelah di uji. Penelitian ini memberikan rekomendasi agar penelitian ini dikembangkan dengan variabel yang ditambah dan diperkirakan akan mendukung peningkatan kinerja karyawan agar dapat menciptakan sumber daya manusia yang lebih berpotensi untuk menciptakan daya saing perusahaan.

**Kata Kunci:** Talent Management, Employee Performance, Perbankan



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## **INTRODUCTION**

Banking is one of the economic centers of every country. Banking plays a very important role in Indonesia, as described in the “UU No.10 Tahun 1998”, namely that “Indonesia has banks that support the implementation of national development, such as improved governance, economic development and national stability”. It's because of the purpose of modernizing the banking that handed over facilities related to the establishment permits of companies moving in banking, also includes the authentication of branch offices. (Simatupang, 2019).

The increase in the number of companies operating in this banking sector will definitely boost the economy in Indonesia. In this case, competition often happens with current circumstances where the driving factor of this competition is how banks have a value that attracts consumers (Sari et al., 2022). The Government of Indonesia has banks whose modality is derived from its own state funds and its establishment is protected by its own laws namely public banks owned by the state such as BRI, BNI, Bank Mandiri and BTN. All of these banks are included in the EIB list that can contribute to APBN as dividends to the state as the owners of the banks (Malika, 2022).

Batam City is one of the cities that has many private banks or state-owned public banks. Banking in Batam City has become one of the business activities that play a role in improving the economy and helping the development of community enterprises. The competition in the banking sector in Batam City is becoming more intense due to consumer demand factors related to ease of access, and the use of the products of the bank itself. Besides, banking services are also competitive in this sector (Yuswardi, 2019).

The demand and the high desire of consumers or the public in Batam City for banking services has become a deterrent of the competition of the banking sector in Batem City. So the performance of employees has become the most influential thing in competition in this sector (Heryenzus & Laia, 2018). Therefore, according to Agustiani (2019) to improve the performance of employees in the banking sector in Batam City, an internal environment management strategy is needed.

The internal environment must include the human resources of the company. The human resources themselves are the groups that will contribute to the company to its vision, mission, and goal (Rintjap et al., 2021). And, the most supportive thing for improvement of internal quality or human resources at the moment is to implement talent management, provide knowledge management, guarantee the existence of career development, competition, motivation that the company guarantees to employees to improve their performance (Khaerana, 2022).

The provision of knowledge related to management, training, and employee talent development provides significant results in improving employee performance in the company. These activities are structured to create effective and efficient competitiveness because it's not just like recruiting but how companies give responsibility to produce employees that have the potential to be profitable and profitable for the company (Setyawan & Nelson, 2020).

Fidianingrum & Sukarno (2021) It defines talent management as a process to ensure that the company has the key sides of talent and the best employees to continue the performance of previous talented employees. So in this case, usually companies not only provide training but also knowledge to cultivate and career development in the presence of talent competition between employees to be more motivated and committed (Karina & Ardana, 2020) .

According to Abdul Hamid, *et al* (2020) strategies in improving employee performance, including by involving employees to acquire knowledge of management and implement it with the aim of enabling employees to deliver their performance to the organization effectively and efficiently. Employee performance can be seen from the quality of knowledge, quantity, to the accuracy of the employee's timing in completing their tasks according to the standards already established by the company.

In addition to the talent management strategy that is one of the strategies in improving employee performance, knowledge management is defined as a system that creates, documents and spreads knowledge in the company. So the human resources are part of the company that will be directly involved in maximizing the purpose. Many companies in the banking sector have implemented knowledge management, but it is necessary to review whether knowledge management can still be a strategy in improving the performance of employees in banking in Batam City (Kardo et al., 2020; Nuridha, 2022).

In a study conducted by Hardjokusumo, *et al* (2022), the range of 2016-2020 performance achievement tends to fluctuate this is stated based on an assessment of employee performance standards. And in his research, employee performance can be influenced by one's career development. He says career development is one of the company's strategies for employees in improving performance.

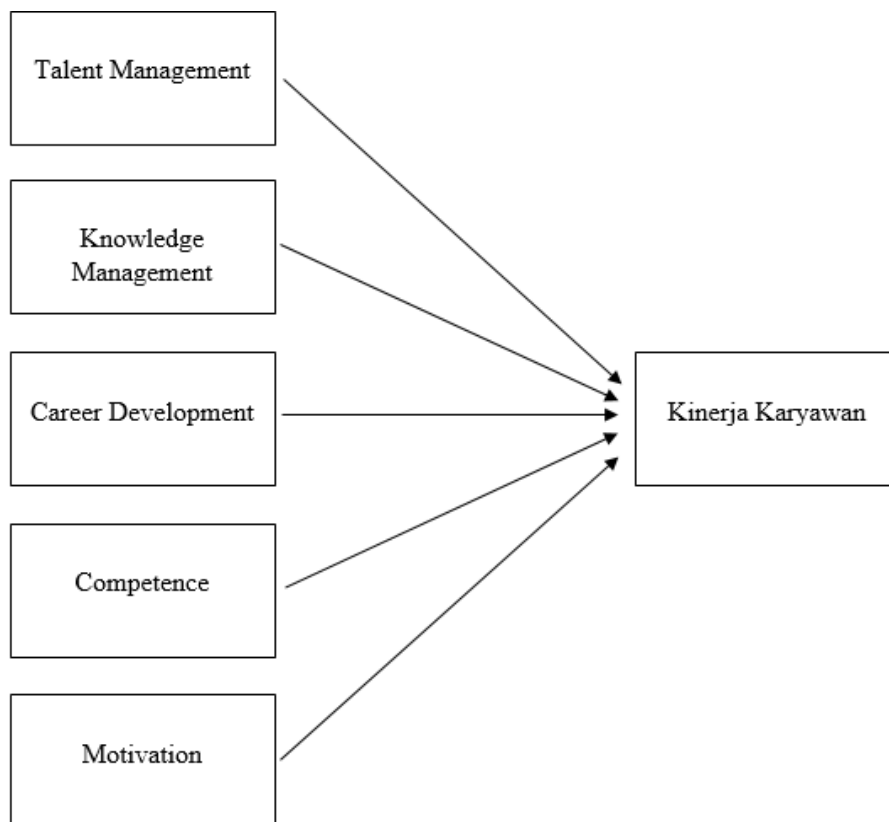
Another strategy in improving the performance of bank employees is motivation and competence. Motivation is defined as the individual's potential strength, whereas competence is the ability of the individual to do something (Dessyarti & Putri, 2022). So, according to Aliando & Noor, (2023), to be able to improve performance is necessary for the company to provide skills training. This is stated because he believes the desire to

compete will grow side by side with the motivation of employees in improving their performance.

In this review, the problem raised in the banking sector in Batam City is the performance of employees that is highlighted on the basis of consumer demand related to the best services and products that banks have. Thus, whether the company is able to develop a strategy to improve the employee performance in order to be able to compete both in terms of development and services in the banks sector.

So whatever the purpose of this research is, (1) to find out whether there is an influence on managerial talent on employee performance, (2) to know the influence of knowledge management on employees performance, (3) to know whether motivation affects employee's performance, (4) to know if career development can affect employee performance, (5) to see if competence affects employees performance. With a research model like Figure 1 as follows:

**Figure 1. Research model**



Source :Primary data processed (2023)

**METHOD**

The object of this research is an employee at a bank in Batam City. Using methods of sampling techniques through the dissemination of questionnaires through Google forms. In

this study there are 5 variables that become independent variables: Talent Management, Career development, Competence, Knowledge management, Motivation and Employee performance as dependent variables. The number of respondents obtained through the dissemination of the questionnaire was 233 respondents consisting of 121 male respondents and 112 female respondents. While, for the last education that graduates of the School of Prevention Top amounted to 114 respondents, diplomas as much as 71 respondents and 48 other respondents graduates. For employee positions as self respondent i.e., as Teller Bank of 77 employees, as Customer Service 85 employees, and 71 employees as Back Office Basic of the determination of the number of respondents is with a number of indicators not specified by counting 23 indicators to  $23 \times 10 = 230$  (Hair et al., 2018). Data analysis is carried out using the SPSS (Statistical Product and Service Solutions) program with validity tests, reliability tests, normality tests, T tests.

## Result and Discussion

### a. Demographic Analysis

This survey gathered as many as 233 respondents obtained through the dissemination of questionnaires and filled in by employees of Bank in Batam City as table 1 below:

**Table 1. Demographic Responden**

Variable	Description	Amount	Percentage
Gender	Male	121	51,90%
	Female	112	48,10%
Total		233	100%
Last Education	SMA / SMK	114	48,90%
	Diploma	71	30,50%
	Bachelor (S-1)	48	20,60%
Total		233	100%
Department	Teller	77	33%
	Customer Service	85	36,50%
	Back Office	71	30,50%
Total		233	100%

Source :Primary data processed (2023)

### b. Validity and Reliability Test

Validity test after outlier data is wasted in the study in the overall indicator is declared valid because it is  $> 0.6$ . Employee Performance (Y), Talent Management (X), Knowledge Management ( X), Motivation (X) and Career Development (X).

On the other hand, based on the results of the reliability test in table 2, all variables are reliable values by indicating the resulting alpha value exceeding 0.6 as the limit considered reliable data. (Hair et al., 2018).

**Table 2. Reliability Test Results**

Variable	Alpha	Conclusion
Employee Performance	0,736	Reliable
Talent Management	0,778	Reliable
Knowledge Management	0,770	Reliable
Motivation	0,735	Reliable
Career Development	0,773	Reliable
Competence	0,865	Reliable

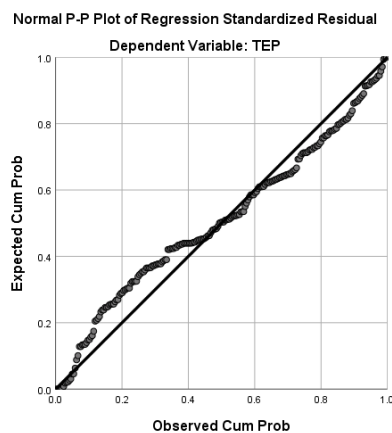
Source :Primary data processed (2023)

**c. Classical Assumption Test**

**Normality Test**

In Figure 2, the known normality test this study model meets its assumption because all the points limit diagonal patterns as well as the image shows that independent and dependent variables have a normal distribution, which means the results of the normality test below significant and spread Normal.

**Figure 2. Normality Test Result**



Source :Primary data processed (2023)

**T- Test**

This T test is performed to evaluate the influence of an independent variable individually in describing a dependent variable which if its value is less than 0.005 then the dependent is significant (Hair et al., 2018)

**Table 3. T Test Results**

Variable	Alpha	Conclusion	
Talent Management	0,319	0,000	Significant
Knowledge Management	0,460	0,000	Significant
Motivation	-0,007	0,935	No Significance
Career Development	-0,019	0,829	No Significance
Competence	0,072	0,448	No Significance

Source :Primary data processed (2023)

The Talent Management variable has a significant influence on proven Employee Performance with a sig value being less than 0.005 of 0,000 and a beta value of 0.307 by this H1 being accepted. This statement is supported by research Sumarni (2020) where talent management variables can influence employee performance. and also in the research carried out by Agustiani (2019) said that talent management influenced the performance of employees who performed their tests on the work of PT Bank Rakyat Indonesia (Persero).

The Knowledge Management variable brings a significant impact on Employee Performance in proven studies with sig values being less than 0.005 of 0,000 and beta values of 0.550 so H2 is accepted. As well as the research conducted by Nuridha (2022) supports that knowledge management carries a significant influence with a probability value of 0,000 ( $p < 0,05$ ) on his research carried out at PT. Bank Rakyat Indonesia (Persero) Malang.

The motivation variable is not significant to Employee Performance in the study, with a sig value exceeding 0.005 by 0.935 with a beta value of -0,010 so H3 is not acceptable. This statement is inconsistent with the interference carried out by Heryenzus & Laia (2018) ; Yuswardi (2019) which states that motivation has a significant influence on the performance of employees whose objects are employees of Bank Negara Indonesia (BNI) in Batam City and bank employees throughout the City of Batam This is not supported by the research carried out by Aliando & Noor (2023) because in his research motivation has a significant influence in improving the performance of employees tested on employees of PT. Bank Mandiri, Tbk.

The Career Development variable has no significant influence on Employee Performance since the sig value exceeds 0.005 by 0.829 with a beta value of -0,022 so H3 is not acceptable This statement is inconsistent based on research carried out by Hardjokusumo, *et al* (2022) because in his research on Bank BTN Syariah Bekasi career development has a positive impact on employee performance because the application of career development in the case is well applied.

The Competence variable is not signed against Employee Performance after being tested in the study because the sig value exceeds 0.005 by 0.448 with a beta value of 0.045 so H3 is not acceptable. This statement is consistent with the research carried out by (Suhardi, 2019) which states that competence has not significant influence due to the existence of different positions in research. In a study conducted by Fidianingrum & Sukarno, (2021) it was stated that this was inconsistent because competence on his research had a positive influence.

## CONCLUSION

This research has results after testing that the research carried out on employees who work in the banking sector of Batam City, the aspects/ variables tested such as Talent Management and Knowledge Management has a significant influence on Employee Performance of bank employees in Batam City but from the Aspects of Motivation, Career Development and Competence have no significant impact on the Employees Performance that work at the Bank.

The suggestion is that this research could be developed and used as an exploration improvement in the future, an emphasis to further investigate any indicator that most affects Employee Performance. More corporate attention will be given to the importance of improving strategies to manage potential human resources so that they are motivated, and provide good career development. This will give a better impact so that companies can create innovation and competitiveness alongside potential human resource.

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