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RESEARCH ARTICLE

THE EFFECT OF COMPENSATION, COMPETENCE, AND TALENT MANAGEMENT ON EMPLOYEES PERFORMANCE OF THE IKATAN MOTOR INDONESIA.

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Abstract

As a facilitator of the sports industry, Ikatan Motor Indonesia (IMI) should be supported by qualified resources so that the human resource management technique can be run properly and correctly. Based on primary and secondary data can be focused three dominant factors that influence employee performance of the Ikatan Motor Indonesia i.e. (1) Compensation, (2) Competence, (3) Talent Management. The sampling method used was the probability sampling. The research involved the population of 85 employees, while the sample size of 70 employees was determined using Slovin's formula. The data were processed using the multiple linear regressions. The results showed that compensation, competence and talent management simultaneously had positive and significant effects on the employee performance of Ikatan Motor Indonesia. Partially, compensation and talent management had positive and significant impacts on the employee performance of Ikatan Motor Indonesia, while competence did not have an effect on the employee performance of Ikatan Motor Indonesia. Compensation was the variable that has the greatest effect on employee performance. Based on the results of the research, it is expected that the management of Ikatan Motor Indonesia can pay attention to the compensation, competence and talent management so that the employee performance will increase.

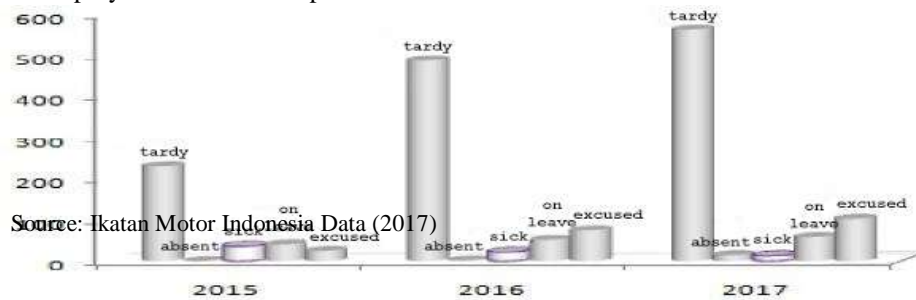
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Introduction:-

Every organization or company should pay attention to the existing human resources by properly and correctly implementing the techniques of human resource management. Ikatan Motor Indonesia (IMI) acts as an organization that facilitates the automotive sports industry throughout the provinces, together with the government to integrate and to cooperate in the fields of tourism, social sector and automotive industry, as a facilitator and for smooth activities as well as in order to provide good services for all provinces, the Ikatan Motor Indonesia must be supported by qualified resources. However, in the last three years, the employees of Ikatan Motor Indonesia experienced a decline in their performance. Reports on the decrease in the employee performance of Ikatan Motor Indonesia can be seen from the decrease in the employee attendance reports and from the employee appraisal reports.

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Table 1:-Employee Attendance Reports of Ikatan Motor Indonesia of 2015-2017**Table 2:-Summary of the Employee Performance Appraisal Values of Ikatan Motor Indonesia**

Year	Number of Employees	Average Value
2015	118	3.2
2016	118	3
2017	118	2.9

Source: Ikatan Motor Indonesia Data (2017)

Based on the results of the pre-research, it is concluded that there are 3 variables which allegedly have effects on the employee performance, i.e. (1) Compensation, (2) Competence, and (3) Talent Management. Therefore, the effect of compensation, competence and talent management on the employee performance of Ikatan Motor Indonesia needs further researches.

Theoretical Review:-

Compensation:-

In the study by Nawiyah et al. (2017:80), Compensation is a function of Human Resource Management (HRM) related to any type of reward which an individual receives in return for the implementation of organizational tasks. The study by Thaief et al. (2015:24) said that employee compensation is any form of payment or allowances granted to employees and results from the employees' works. Riana and Wirasadena (2016:83) said that compensation may be in the form of financial and non-financial. For an organization, compensation reflects the efforts to maintain and improve the welfare of their employees. Hameed et al. (2014:302) suggest that compensation is the output and benefits that employees receive in the form of wages, pays and also the similar rewards as a money exchange for employees to improve the Performance. Njoroge & Kwasira (2015:90) state that compensation may include expenses such as bonuses, profit sharing, overtime fees and gifts that consist of monetary and non-monetary gifts such as house rental and car facilities for employees.

Competence:-

Jeffrey and Dinata's research (2017:7302) said that competence is the underlying characteristic of people that shows ways to behave or think, which generalizes in various situations and persists for long periods According to Asumeng (2014:2), competence was first introduced by White in 1959 to describe an individual characteristic where it is specifically said that intelligence or cognitive potential may influence motivation and will, in turn, predict workplace performance. Lotunani et al. (2014:19) conclude that competence is the individual's ability to perform tasks assigned to them. Furthermore, the concept of competence can also be understood as knowledge, skills, and professional identity. Srikaningsih and Setyadi (2015:209) state that competence is an individual nature associated with the effective implementation of a job. The limits of competence or special competence for a job are the system or guidelines in employee selection (selection of personnel), succession planning, performance appraisal, and development. The research written by Renyut (2017:20) states that competence represents the ability of a person to produce at a satisfactory level in the workplace, shows the characteristics of knowledge and skills possessed or required by each individual that enables them to perform their duties and responsibilities effectively and enhance the quality standards of Professional works.

Talent Management:-

According to Armstrong (2016:82), Talent management is as a traditional HRM activity such as manpower planning, recruitment, employee retention management, performance management, potential assessment, leadership, management development, succession planning and career planning. According to Sadri et al. (2015:51), talent

management generally refers to the exploration, discovery, selection, maintenance, development and improvement, or use of manpower restructuring. According to Maya and Thamilselvan (2013:455), talent management is the ability to create and continue to optimize the talent resources needed to run a business strategy. The research of Tash et al. (2016:226) states that talent management is one of the main management tools for managing human assets in the 21st century, since the primary resource for companies to compete is not only land, capital and other physical assets but human capital is also needed by organizations to adapt to global competitions and maximize the benefits associated with the prosperous current technologies. The research by Mangusho et al. (2015:191) says that talent management is the knowledge of using strategic HR to increase business value and enable companies and organizations to achieve their goals. Everything that is done to recruit, maintain, develop, give rewards and get people to do it is part of the Talent Management as well as the strategic manpower planning.

Performance:-

Jeffrey and Dinata's study (2017:7302) explains that work performance is an important part of human resource management and an important criterion for the outcome and the success of an organization. Meanwhile, according to Jeffrey and Dantes (2017:1451), performance aspects that need to be measured from subordinates are including teamwork quality, creativity in problem-solving, and work discipline. Jeffrey and Soleman's research (2017:107) states that performance management is the process of consolidating goal setting, assessment and performance development into a single shared system, which aims to ensure that the employee performance supports the company's strategic objectives. Jeffrey and Ruliyanto's research (2017:78) said that performance is a set of values of employee behaviors that contribute, positively or negatively, to company goals.

Research Method:-

Research Model:-

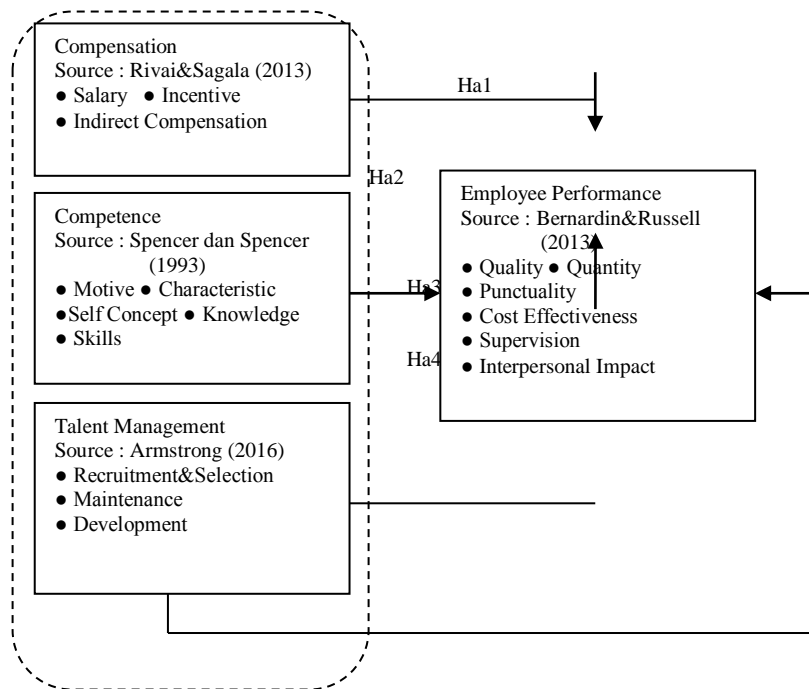


Figure 1:-Research Model

Hypotheses:-

Based on the results of previous studies and the research model in Figure 1, several hypotheses raised in this study are as follows:

- Ha1: Compensation influences the Employee Performance of Ikatan Motor Indonesia.
- Ha2: Competence influences the Employee Performance of Ikatan Motor Indonesia.
- Ha3: Talent Management influences the Employee Performance of Ikatan Motor Indonesia.

Ha4: Compensation, Competence, and Talent Management simultaneously influence the Employee Performance of Ikatan Motor Indonesia.

Research Method:-

This is descriptive research to explain the effect of the models. The population involved 85 people and the sample size was 70 respondents, determined using Slovin's formula. Primary data were collected from questionnaires distributed directly to employees of Ikatan Motor Indonesia. Secondary data were sourced from data of Ikatan Motor Indonesia organization, literature studies through various books, and related journals and articles. Data were processed using multiple regressions. Based on the instrument test using validity and reliability tests, it can be concluded that the questionnaire items submitted were valid and reliable. Hypothesis tests (F test and t test) were done after successfully passed the classical assumption tests, which are normality, multicollinearity, and heteroscedasticity. Calculation of correlation and testing techniques were done with the help of computer using SPSS application version 17.

Operational Variables:-

Table 3:-Operational Variables

No.	Variable	Dimension	Indicator	Statement Number
1.	Compensation (X1)	Theory of Rivai and Sagala (2013)	Source: Adaptation from Rivai and Sagala	
		a. Salary	1. Accuracy of salary payments 2. Compliance of salary with the prevailing wage structure and scale 3. Compliance of salary with the minimum wage standards	1 2,3 4 5,6,7
		b. Incentive	4. Salary satisfaction	8,9 10,11
		c. Indirect Compensation	1. Good work environment 2. Overtime 1. Social Security 2. Easiness in applying for a leave	12,13 14,15
2.	Competence (X2)	Theory of Spencer & Spencer (1993)	Source: Adaptation from Spencer	
		a. Motive	1. Results-oriented	1,2
		b. Characteristic	1. Initiative 2. Teamwork and cooperation 3. Developing others	3 4 5
		c. Self Concept	1. Confidence 2. Self-control	6 7
		d. Knowledge	1. Searching for information 2. Appropriate Science Knowledge	8,9,10 11,12
		e. Skills	1. Skilled in designing work plans 2. Conceptual and analytical thinking	13 14,15

3.	Talent Management (X3)	Theory of Armstrong (2016)	Source: Adaptation from Armstrong	
		a. Recruitment-Selection	1. Talented Employee 2. Talent Mapping	1 2
		b. Maintenance	1. Commitment-based compensation 2. Welfare-based compensation	3,4,5 6,7,8
4.	Employee Performance (Y)	c. Development	1. Training 2. Coaching 3. Employee development programs	9,10 11,12 13,14,15
		Theory of Bernardin and Russel (2013)	Source: Adaptation from Bernardin and Russel	
		a. Quality of Work	1. Pertinence 2. Accuracy	1,2 3,4
		b. Quantity of Work	1. The suitability of the number and capability	5,6
		c. Punctuality	1. Time 2. The effectiveness of working hours	7 8,9
		d. Cost Effectiveness	1. Technology	10,11
		e. Supervision Needs	1. No supervision	12,13
		f. Interpersonal Impact	1. Compliance & Cooperation	14,15

Source: Data compiled from various sources

Research Results:-

Respondents Characteristics:-

The answer results of respondents' characteristics showed that there are 18 respondents (26%) working as chief secretary, the secretary position consists of 24 respondents (34%), and staff consists of 28 respondents (40%). Next, the number of the respondents with 1-year work period is 11 respondents (16%), with 2-4 years work period is 29 respondents (41%), with 5-10 years work period is 23 respondents (33%), and with >10 years work period is 7 respondents (10%). Then based on the work location, there are 26 respondents (37%) in Sumatra, 31 respondents (44%) in Java, and 13 respondents (19%) in Kalimantan.

Data Analysis:-

Research Instrument Test:-

The validity test of X_1 , X_2 , X_3 , and Y variables on each questionnaire statement showed valid data because the Corrected Item Total Correlation was greater than 0.3. The reliability test showed that the variable X_1 , regarding compensation with a Cronbach's alpha of 0.804, is greater than 0.6 and thus can be considered as reliable. Variable X_2 on competence with a Cronbach's alpha of 0.898, is greater than 0.6 and thus can be considered as reliable. Variable X_3 of talent management with a Cronbach's alpha equal to 0.878, is greater than 0.6 and thus can be considered as reliable. Variable Y on performance with a Cronbach's alpha of 0.890, is greater than 0.6 and thus can be considered as reliable. Therefore, it can be concluded that all of the instruments used were reliable.

Classical Assumption Test:-

The results of the classical assumption test showed that the normality test passed because the distribution of errors was still around the straight line and followed the direction of the diagonal line so that the regression model met the assumption of normality. Multicollinearity test results showed that the compensation, competence and talent management variables were not correlated or multicollinearity did not occur in the research model because the VIF value was smaller than 10. The results of heteroscedasticity test showed that there was no heteroscedasticity as they were seen in the points that spread randomly above and below zero (0) and did not form a certain pattern, hence, it can be said that the regression did not experience heteroscedasticity disturbance so that the regression model could be used feasibly to predict the work performance based on the input of the independent variables.

Regression Analysis:-

The multiple linear regression analysis showed:

Table 4:-Multiple Regression Test Results

Model	Unstandardized		Standardized			Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta	t	Sig	Tolerance	VIF
(Constant)	8.004	4.469		1.791	.078		
Compensation (X1)	.402	.123	.392	3.264	.002	.491	2.038
Competence (X2)	-.053	.079	-.070	-.662	.510	.646	1.558
Talent Management (X3)	.381	.101	.447	3.775	.000	.505	1.979

Source: Processed primary data (2018)

From the above results, the regression equation model can be made as follows:

$$Y = 8.004 + 0.402X_1 - 0.053X_2 + 0.381X_3$$

The multiple regression equation above showed constant value of 8.004 suggesting that if compensation, competence and talent management variables were constant, then the performance of employees of the Ikatan Motor Indonesia was 8.004. The X_1 regression coefficient of 0.402 stated that every increase in X_1 (compensation increased by 1%) then the performance of IMI employees would increase by 0.402. The X_2 regression coefficient was minus 0.053 showing that competence did not have an effect on the employee performance of Ikatan Motor Indonesia. The X_3 regression coefficient of 0.381 stated that every increase in X_3 (talent management increased by 1%) then the employee performance of Ikatan Motor Indonesia will increase by 0.381.

Hypothesis Test:-**Partial Test (t test):-****Table 5:-t-Test Result**

Model	Unstandardized		Standardized			Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta	t	Sig	Tolerance	VIF
(Constant)	8.004	4.469		1.791	.078		
Compensation (X1)	.402	.123	.392	3.264	.002	.491	2.038
Competence (X2)	-.053	.079	-.070	-.662	.510	.646	1.558
Talent Management (X3)	.381	.101	.447	3.775	.000	.505	1.979

Source: Processed primary data (2018)

Based on the results of the above table, it can be explained as follows:

The first hypothesis: The effect of compensation on the employee performance:-

Ho: Compensation did not have significant effect on the employee performance

Ha: Compensation had significant effect on employee performance

Table 5 shows that the value of t_{count} is 3.264 and t_{table} is 1.9955, thus the value of t_{count} is greater than the value of t_{table} and its significance value of 0.002 is less than 0.025, thus it can be concluded that Ha is accepted and Ho is rejected, which means that the compensation variable has positive and significant effect on the employee performance variable.

The second hypothesis: The effect of competence on the employee performance:-

Ho: Competence did not have significant effect on the employee performance

Ha: Competence had significant effect on employee performance

Table 5 shows that the value of t_{count} is minus 0.662 and t_{table} is 1.9955, thus the value of t_{count} is smaller than the value of t_{table} and its significance value of 0.510 is more than 0.025, so it can be concluded that Ha is rejected and Ho is accepted, which means that the competence variable did not have significant effect on the employee performance variable.

The third hypothesis: The effect of talent management on the employee performance:-

Ho: Talent management did not have significant effect on the employee performance

Ha: Talent management had significant effect on employee performance

Table 5 shows that the value of t_{count} is 3.775 and t_{table} is 1.9955, thus the value of t_{count} is greater than the value of t_{table} and its significance value of 0.000 is less than 0.025, so it can be concluded that Ha is accepted and Ho is rejected, which means there is a positive and significant effect of the talent management variable on the employee performance variable.

Simultaneous Test (F Test):-

F test results were used to test whether independent variables simultaneously affected the dependent variable. Basic decision-making was made based on the value of significance, if the F_{count} is greater than F_{table} or significantly smaller than the error rate of 5% (sig. <0.05) then Ho is rejected. The hypothesis is presented as follows:

Ho= Compensation, competence and talent management simultaneously did not have significant effect on employee performance.

Ha= Compensation, competence and talent management simultaneously had significant effect on employee performance.

The results of the hypothesis from the F test can be seen in the following table:

Table 6:-F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1137.698	3	379.233	25.006	.000 ^a
	Residual	1000.945	66	15.166		
	Total	2138.643	69			

Source: Processed primary data (2018)

Based on Table 6 above, the results of simultaneous hypothesis test or F test showed the F_{count} value of 25.006 and F_{table} value of 2.7437, thus the value of F_{count} is greater than F_{table} value and its significance value of 0.000 is less than 0.05. Hence, Ho is rejected and Ha is accepted. This concludes that the variables of compensation, competence and talent management simultaneously had significant and positive effect on the employee performance.

Coefficient of Determination**Table 7:-Coefficient of Determination Result**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.532	.511	3.894

Source: Processed primary data (2018)

The simultaneous correlation value based on table 7 was R of 0.729, this number describes that the compensation, competence and talent management variables simultaneously were correlated positively and significantly with the employee performance. With the value of $R = 0.729$ in accordance with the interpretation table of the correlation coefficient, the simultaneous effect of compensation, competence, and talent management variables on the employee performance was strong. The value of r^2 (R Square) is 0.532. This means that 53.2% of employee performance is influenced by the compensation, competence, and talent management variables and the remaining 46.8% is caused by other variables beyond the research model.

Discussion And Analysis:-

Compensation affects employee performance:-

Based on the results of t test analysis, partially, compensation has a positive and significant effect on the employee performance of Ikatan Motor Indonesia, suggesting that if the compensation increases then the employee performance will increase. This finding is in line with previous research results by Nawiyah et al. (2017) stating that compensation has a positive and significant impact on employee performance, Hameed et al. (2014) in his study found that compensation has a positive influence on employee performance, Blazovich (2013) found in his research that compensation has a positive effect on employee performance, the study of Riana et al. (2016) found that compensation has a positive and significant influence on employee performance, then Thaief et al. (2015) and Aslam et al. (2015) stated that compensation has a positive effect on employee performance. Therefore, the management of Ikatan Motor Indonesia must pay attention to the compensation given to the employees, the compensation has to be provided in accordance with the provisions of the applicable Laws of Labor and carried out fairly so as to provide welfare for the employees. If the employee welfare has been met, the employee morale will increase thereby it can lead to improvement in their performance, and this finding is in accordance with the research conducted by Riana and Wirasadena (2016:83) which states that for an organization, compensation reflects the efforts to maintain and improve the welfare of their employees.

Competence affects employee performance:-

Based on the results of t test analysis, partially, competence does not affect the employee performance of Ikatan Motor Indonesia, it means that if there is an increase in competence then there is no increase in employee performance. This is contrary to Murgianto's research (2016) which found that competence has a significant influence, Suyitno's research (2017) found that competence has a positive and significant effect on employee performance, then Arifin (2013) who stated in his research that competence has a positive effect on employee performance. Competence does not affect the performance of employees because, in the Ikatan Motor Indonesia, there are still some employees in certain positions who are not supported by an education in accordance with the type of work, therefore the application of competence to a position has not been done optimally.

Talent Management affects employee performance:-

The results of t test showed that partially, talent management has a positive and significant impact on the employee performance of Ikatan Motor Indonesia. This means that if talent management is improved, employee performance will increase. This hypothesis result supports the study by Eghbal et al. (2017) which stated that talent management has a positive effect on employee performance, Mensah (2015) in his research found that talent management has a positive effect on employee performance, then Febriani (2012) and Mangusho et al. (2015) also stated that talent management has a positive effect on employee performance. Therefore, the application of talent management at the Ikatan Motor Indonesia needs to be considered, especially in the implementation of recruitment and selection of employees because recruitment and selection represent the first step in getting talented employees. With the application of good talent management, it means that the management of Ikatan Motor Indonesia has been paying attention to the career growth and the development of the organization through talents owned by the employees so that they can directly affect the employee performance.

Compensation, competence, and talent management affect employee performance:-

Based on the results of F test analysis, the compensation, competence, and talent management simultaneously affect the performance of the employees of Ikatan Motor Indonesia, thus it can be interpreted as if there is an increase in compensation, competence and talent management, they will simultaneously improve the employee performance of Ikatan Motor Indonesia. Therefore, these three variables must be taken into account by the organization of Ikatan Motor Indonesia in order to improve their employee performance.

Conclusion And Suggestion:-

Conclusion:-

Based on the analysis results in this study, it can be concluded that:

1. Compensation, competence and talent management variables simultaneously have a significant influence on the employee performance variable.
2. Variable compensation has a positive and significant effect on the employee performance variable.
3. Variable competence has no effect and no significance to the employee performance variable.
4. Variable talent management has a positive and significant effect on the employee performance variable.

Suggestion:-

1. The results of this study proved that compensation, competence and talent management simultaneously have an influence on employee performance, it is expected that the management of Ikatan Motor Indonesia considers these three variables in an effort to improve the employee performance.
2. To improve the compensation, it is suggested that the management pay more attention to the salary structure in order to provide compensation to employees, which is done fairly and equitably.
3. To improve the existing talent management implementation, it is suggested that the management pay more attention to the recruitment and selection activities of employees by performing talent mapping. Then, for the development of employees, it is suggested that the management consider implementing training for employees. With the training need analysis, the training given is on target and can increase the employee competence that can lead to promotions.
4. For the next research, it is suggested to carry out a study by using other variables as the factors that can affect employee performance, which have not been used in this study.
5. For the next research, it is suggested to carry out a study in any province which has not been investigated in this research.
6. For the next research, it is suggested to perform a study by using data collected in the period of 2018, as well as performing data processing using other applications other than SPSS, such as Structural Equation Modeling (SEM) or Partial Least Square (PLS).

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