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### RESEARCH ARTICLE

#### DETERMINANT OF MANAGER PERFORMANCE AT BUKU 2 BANK IN INDONESIA

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#### Abstract

This study aimed to develop a BUKU (Commercial Bank Business Group Category 2 (two))- Bank Manager Performance Model by analyzing the determinants of Manager Performance. Based on problem identification and problem limitation, the determinants of Manager Performance are Social Capital and Talent Management with Job Satisfaction as mediation. The quantitative and qualitative content analysis of business model disclosures in integrated reporting was performed to assess the current status of business model disclosures presented by Polish companies. The analysis covered 74 integrated reports prepared in the years 2016-2019. The finding of inferential research indicates that the variables of social capital, talent management, and job satisfaction have a positive and significant effect on manager performance. Social capital and talent management also have a positive and significant effect on job satisfaction. Individually, the social capital variable is the most important determinant in contributing to the manager's performance. But in total, talent management provides the largest contribution to manager performance, if mediated by job satisfaction. The results of the study complement the current literature research gap on the performance of bank managers in business model disclosure in Indonesian practice.

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#### Introduction:-

Currently, spread-based banking tends to be negative spreads obtained from deposit interest greater than loan interest. Negative spreads are one of the main problems of the bank's business survival. Therefore, the role of the manager is very important to be considered by work management. This research was conducted on BUKU 2 (two) banks with the consideration that BUKU 2 (two) banks are the most numerous companies among other BUKU banks. Another consideration is the statement of the Financial Services Authority (OJK) that banking in the category of Business Group Commercial Banks (BUKU) 2 (two) which has a capital of Rp1 (one) trillion to Rp 5 (five) trillion has the most non-performing loans. The value of NPL (Not Performing Loan) reached 1.35% (one thirty-five percent comma) (portal Merdeka.com). Therefore, this researcher is interested in conducting research on BUKU 2 (two) banks that have the highest NPL (Not Performing Loan) compared to other BUKU banks. This means that the manager's performance does not perform tasks properly which causes the onset of bad credit.

Some of the performance of bank managers in BUKU 2 (two) within 3 (three) years is presented in Table 1.1 below.

**Table 1.1:-** Bank Profit/Loss Statement (in million) in Jakarta.

No	Bank	L/R 2018	L/R 2019	L/R 2020
	Bank of Bumi Arta.	92.898	51.168	35.053
	Bank of India.	9.880	30.952	(70.581)
	Bank of Jasa Jakarta.	103.996	99.294	62.452
	Bank of Oke.	6.218	(16.922)	7.875
	Bank of Index.	90.493	92.064	76.185
	Bank of Victoria.	79.096	(13.780)	(253.194)
	Bank of Arta Graha.	53.621	11.036	21.371
	Bank of Sinar Mas.	50.472	6.752	118.522

**Processed data source:-**

Based on the data above, the manager's performance is low because the bank has decreased profits from year to year, except Bank of Sinar Mas, tbk whose profit rose from year to year. In contrast, seven banks experienced a decrease in profit from year to year, namely PT Bank of Bumi Arta, Bank of India, Bank of Jasa Jakarta, Bank of Oke, tbk Bank of Index, and Bank of Arta Graha, Bank of Victoria, which suffered a significant loss in the third year. The data mentioned above shows that the performance of the manager works not optimally.

Based on some of the problems mentioned above, it can be stated that the challenges faced and become crucial obstacles for a manager, among others.:

1. The competence of managers is less received by the manager's superiors, because it does not develop the manager's talents. Training programs are so limited that managers cannot develop new skills and knowledge. Even the placement of managers in new positions does not pay attention to their competence and experience background.
2. An uncomfortable work environment causes anxiety, work saturation and causes morale to decline. Organizational culture is not managed properly, causing discrimination based on educational background, experience, ethnicity, race and religion. High egoism arises because senior managers gain excessive trust from company owners.
3. The company's commitment to various regulations that have been issued low causes uncertainty of regulations that can change at any time without notice. This has an impact on the low loyalty of managers who start thinking about moving elsewhere so that the turnover rate is high.
4. Communication between the manager's boss and the manager is not harmonious because of the lack of openness, the manager's boss is unwilling to take advice and criticism from the manager. Managers are not involved in important decision-making. Differences of opinion easily develop into conflicts.
5. Talent management that is not implemented in the organization that causes the next generation does not exist. In addition to the lack of holding training programs for managers, manager talent search and job rotation.

Work management who under supervise the work of managers and do not pay attention to the needs of managers such as salaries, awards and promotion of positions. Managers are dissatisfied with the work, so the manager's performance decreases.

Human resource management in an organization needs to balance the needs of managers and the capabilities of the company is the key to the success of financial services companies in human resources. The problem is that the owners of financial services companies do not pay attention to the needs of managers because managers are the main drivers and determine the smoothness of activities in the bank so that the bank can operate optimally so that managers are required to improve their performance Qustolani (2017). Therefore, work management needs to conduct assessment, supervision, training programs, and selection of manager talents.

Another factor is growing dissatisfaction among managers because the compensation they receive in the form of salaries and bonuses is not balanced with the results of the work they have to give to the company. Theaward in the form of promotion of positions and praise never existed. Robbins and Judge (2015) explain that there is a fairly strong correlation between job satisfaction and performance. Because job satisfaction can complete work on time and the result is that managers are satisfied with what is being done, self-efficacy refers to self-confidence about their ability to motivate cognitive resources and actions needed to succeed in carrying out certain tasks. (Luthans and Doh, 2012).

Another problem is communication between colleagues that does not go well. Therefore, it is necessary for the role of social capital to bridge the relationship between colleagues in the internal and external banks and can build a wider identity and reciprocity (Ali and Asrori, 2014). In addition, social capital plays an important role for managers who have weak characteristics such as relationships between managers both horizontally and vertically.

Another factor of individual performance is the talent they have, such as managers who have a high IQ can complete work on time. In contrast, managers who have an average IQ cannot complete work, not on time. Juntika (2010) stated that in an effort to meet needs or solve problems faced, it turns out that not all managers are able to solve work problems correctly and on time.

Talented managers are needed to help solve routine work problems faced by organizations. The problem is that work management pays less attention to talented managers. To solve work management problems, it is necessary to hold a useful training program to be able to improve the knowledge and skills of talented managers. On the other hand, the company assesses the cost of holding expensive manager training programs and also interferes with the operating hours of managers' work.

Another benefit of talent management is useful for the continuous availability of new managers to regenerate senior managers and keep talented managers from moving to other companies. (Harmen,2018) In addition, the usefulness of talent management can find talented managers from internal and external companies. Once selected, talented managers can conduct training to improve new skills and knowledge. As a result, talented managers can share creative thoughts with colleagues.

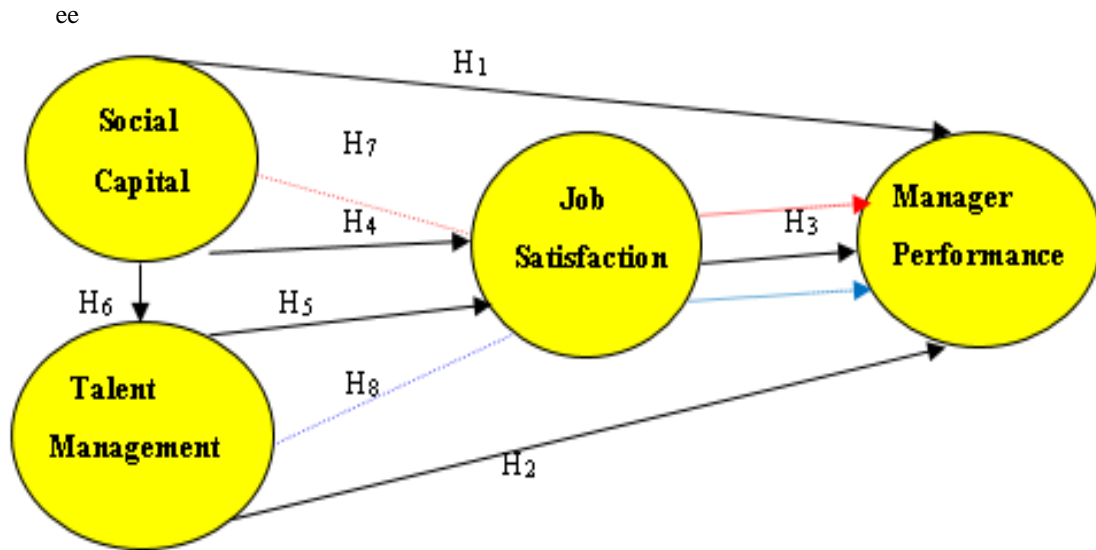
Another problem is that the poor organizational culture makes talented managers not feel at home working. Because the work environment is less comfortable and safe will have an impact on the performance of managers. For example, gossip that often occurs with fellow colleagues causes individual conflicts. Therefore, organizational culture has full power and influence on individuals who have an impact on their performance (Molenaar, 2002). Therefore, the process of rotating managers needs to be carried out by work management, so as to increase the efficiency and effectiveness of work in a company. Rivai (2010)

Another thing to note is the loyalty of the manager. Low loyalty causes work commitment to be below, resulting in decreased manager performance. Conversely, if the manager has high loyalty then continuously the performance of the manager can be more guaranteed overtime, (Ardana, 2012).

Tania & Eddy (2013) stated that companies that have managers with a higher level of loyalty, the easier the company will be in achieving company goals and facilitating the formation of manager performance. Conversely, if the loyalty of the manager is low, the more difficult it is to achieve the goals that have been determined by the company. One of the reasons for low loyalty is that managers are not involved in the creation and implementation of strategic plans and company budgets are not included in budgeting. As a result, it can lower the performance of managers which can ultimately reduce the company's performance, namely bank profits.

Problems that need to be considered to improve the performance of managers need to standardize managerial competence. Low managerial competence causes the manager's ability to solve work problems to be not resolved in time. Therefore, the problems faced by the performance of the bank manager above, the researcher conducts the identification of the problem.

## 2. Frame of Mind.



**Figure 2.1:-** Developing a Variable Model.

The factors that determine the determinant performance of managers will be tested for truth through the hypotheses proposed in the following sections.

### **There is a direct awareness of Social Capital on Manager Performance:-**

Social capital is important for managers to communicate between the manager's superiors and subordinates is the main facilitator for the achievement of the manager's work in carrying out duties and advancing the company. Each manager has different individuals so the communication delivery of each manager is different so that it is adjusted to the individual manager (Hameed and Waheed, 2011). This study conducted in 2019, on telecommunications providers by Zain in Bahrain concluded that varied social media factors had a significant effect on improving the performance of their managers. Next up with the results. Andreas's research (2017) on managers of multinational companies in Malaysia concluded that decision-making in working using social media significantly improves managers' performance. Based on this previous research, the hypothesis can be built into one as follows:

H1: There is a positive and significant direct impact of Social Capital to the Performance of Managers.

### **There is a direct awareness of Talent Management on Manager Performance:-**

The talent management factor is the ability of individuals to carry out work tasks correctly and have talents such as knowledge, expertise, and attitude. (Edison et al 2016). The results of talent management successful performance of managers as a key to the progress of the company supported by Mahmudi's (2005) conclusion that talent management as an individual factor is one of the factors that also affect the performance of managers, and supported by the results of researchers conducted by Hersey, Blanchard and Johnson in Wibowo (2014) who helped formulate talent management as part of ability. which is one of the factors that affect the performance of managers. Based on this previous research, a second hypothesis can be constructed as follows:

H2: There is a positive and significant direct impact of Talent Management on Manager Performance.

### **There is a direct awareness of Job Satisfaction on Manager Performance:-**

Managers feel satisfied when creating a comfortable, safe work environment and a pleasant emotional attitude and animate their work reflected by work morals as all work is done in and outside the work without complaining about doing work (Hasibuan, 2011). The opinion of this researcher is supported by:

Research conducted by Aarti et al (2013) on 120 (one hundred and twenty) Bank managers in Canara, India concluded that first, work environment factors, manager appraisal techniques, relationships between managers, complaint handling, and job safety contribute positively to job satisfaction. Second, the factors of the nature of work, salary, and incentives are satisfactory. Third, factors of long and irregular working hours, improper training, and frequent rotation of managers decrease the productivity of managers and their satisfaction of managers. Furthermore, the results of research conducted by Alromaihi and Alshomaly (2018) on the bank, accounting, and

health sectors whose data is secondary data concluded that there is an indirect causal or reciprocal relationship between job satisfaction to manager performance and vice versa mediated by individual, cultural, social and organizational factors and the environment. Research conducted by Sonnentag et al (2006) concluded that high manager performance increases job satisfaction. Pugno and the Ministry of Education (2016) concluded that manager performance affects self-esteem (independence). Based on all these previous studies, a third hypothesis can be constructed as follows:

H3: There is a positive and significant direct impact of Job Satisfaction to Manager Performance.

#### **There is a direct provision of Social Capital to Job Satisfaction:-**

A successful company is a company that has the right manager and is great at carrying out its duties (Edison, 2016). Putnam and Woolcock stated that managers feel satisfied that the communication relationships of fellow colleagues are well built by using relationships to work together to help people improve their lives (Field, 2010). This researcher's opinion is supported by a study conducted by Ashraf (2017) on 70 (seventy) managers of the Bank of Punjab in Pakistan who researched the influence of social capital in the form of social media such as Twitter, Facebook, Slideshare, LinkedIn. to the technical ability, product knowledge, and motivation of managers. The results of the study found that social networks have a significant effect on improving managers' skills, knowledge, productivity and motivation for managers' work. Based on this previous research, a fourth hypothesis can be constructed as follows:

H4: There is a direct positive and significant reduction of Social Capital to Job Satisfaction.

#### **There is a direct assessment of Talent Management on Job Satisfaction:-**

According to Capelli (2009) is talent management concerned with finding the right people with the right skills for the right positions to be educated and trained. The results of job satisfaction felt by managers are generally reflected in the manager's positive attitude and emotions towards the job and everything faced or assigned to him in the Nurbahar work environment (2015). This research opinion is supported by a study conducted by Awan and Farhan (2016) on 220 (two hundred and twenty) Bank managers in Pakistan who concluded that talent management has a positive and significant effect on job satisfaction. Based on these previous studies, the fifth hypothesis can be built as follows:

H5: There is a positive and significant direct impact of Talent Management towards Job Satisfaction.

#### **There is a Direct Provision of Social Capital towards Talent Management:-**

The company's management is looking for external and internal candidates to fill key jobs as well as fill talents between different sections and retain a talented person through Smilansky's career development opportunities (2008). By way of networking is a very valuable asset from the basis for social bonding because it encourages a climate of cooperation to benefit (Field, 2010). This researcher's opinion is supported by research conducted by Koch et al (2018) on 12 (twelve) recruitment companies from various industries in South Africa concluded that social capital in the form of LinkedIn social media is a significant method in the process of recruiting reliable managers. Based on this previous research, a sixth hypothesis can be constructed as follows:

H6: There is a positive and significant direct impact of Social Capital towards Talent Management.

#### **There are indirect benefits of Social Capital through Job Satisfaction to Manager Performance :-**

A pleasant or unpleasant feeling of the manager is related to his work and to the condition of mangkunegara (2018). Factors that drive cohesiveness, transfer of ideas, trust in each other, and mutual benefit to achieve mutual progress (Bhandari and Yasunobu, 2009) and a comfortable and serene work environment will result in maximum manager performance (Foster in Yusuf, 2010). This researcher's opinion is supported by research conducted by Cao et al (2016) on professional managers in China concluded that networking through social media increases the opportunity for 'knowledge transfer' which ultimately improves manager performance. (2017) against managers of multinational companies in Malaysia concluded that decision-making in working using social media significantly improves managers' performance. How variable job satisfaction affects social capital and manager performance. Based on this research, the seventh hypothesis can be built as follows:

H7: There is a positive and significant indirect impact of Social Capital through Job Satisfaction to Manager Performance.

#### **There is an indirect talent management through job satisfaction to manager performance:-**

Managers are satisfied with pleasant psychological conditions and responsible attitudes toward their work (Widodo, 2015) and their work environment because the talent management process does not only focus on specific positions

and other focuses (Lewis & Heckkan, 2013). The company as a whole runs smoothly, where the results of the work must be able to be shown concrete and measurable evidence needed to create an assessment of work results for managers useful for the assessment of managers precisely and fairly and managers know what is valued and expected by the company Sedarmayanti (2011). In addition to coaching and development increases the motivation of the manager's work and strengthen the manager's confidence in career development opportunities that ultimately provide satisfaction for the manager.

The results of Hitu and Baroda's (2018) study of 102 (one hundred and two) private bank managers in India concluded that talent management has a significant and positive effect on motivation, creativity, job satisfaction, and manager performance. Studies recommend the need for a healthy work environment free from stress, career opportunities, regular training, accepting managers' innovative ideas, and transparent promotion policies..

H8: Positive and significant performance of Job Satisfaction through Talent Management to Manager Performance.

### Research Methodology:-

This researcher uses a quantitative approach, while the object of research at bank BUKU 2 (two) which operates at the head office in the DKI (Special Capital Region) Jakarta, as for the category of banks in Commercial Bank Business Activities (BUKU) 2 (two) based on Bank Indonesia Regulation number 14/26/PBI/2012 concerning Business Activities and Office Networks Based on Bank Core Capital, categorization requirements on BANK BUKU 2 (two). The bank in BUKU 2 (two) is a small bank even though its core capital is between Rp 1 (one) trillion to Rp 5 (five) trillion.

Sampling techniques using purposive sampling with the criteria of the manager are those consisting of the head of the division, the head of the section, and the branch leader. That is, 179 correspondences are listed in the table below:

**Table. 3.1:-** List of Banks pada BUKU 2 (two) and Number of Bank Managers.

No	Bank Name	Number of Managers
1.	PT. Bank Bumi Arta, tbk.	24
2.	PT. Bank of India, tbk.	14
3.	PT. Bank Jasa Jakarta, tbk.	23
4.	PT. Bank Oke Indonesia, tbk (d/h Bank Dinar).	12
5.	PT. Bank Index, tbk.	21
6.	PT. Bank Victoria Internasional, tbk.	25
7.	PT. Bank Arta Graha, tbk.	18
8.	PT. Bank Sinarmas, tbk.	28
	Jumlah Sampel	179

**Source:** Data Processed, 2020.

Analysis techniques for data processors will use sem statistical devices (Structure Equation Model) through LISREL 8.80 (Linear Structural Relations Statistics) software for inter-variable analysis.

### Research Results And Discussion:-

The results of hypothesis testing in more detail on each hypothesis proposed earlier, as follows:

#### Hypothesis 1: There is a direct influence of Social Capital on Manager Performance:-

Based on the results obtained, it is known that social capital directly affects the performance of managers with a value of t-value of 3.60 (three-sixty commas) (t value > 1.96) which means hypothesis 1 (one) is accepted. The large influence of social capital on the performance of managers is 0.32 (zero thirty-two commas).

The influence of social capital on the performance of managers is positive and significant. Means the higher or positive social capital, the higher or positive the performance of the manager. This means that respondents feel that by sharing the same knowledge to achieve company goals with other colleagues, maintaining good customer relationships, and sharing the same understanding ability to achieve company goals with other colleagues, the more managers are responsible for completing a job. The results of this study are also consistent with research by Albflasa (2019) and Sukru (2018) which found that social capital had a positive effect on managers' performance

**Hypothesis 2: There is a direct influence of Talent Management on Manager Performance:-**

Based on the results obtained, it is known that talent management has a direct effect on the performance of managers with a value t-value of 2.34 (two thirty-four commas) (t-value > 1.96) which means hypothesis 2 (two) is accepted. The large influence of talent management on the performance of managers is 0.24 (zero commas twenty-four).

The influence of talent management on the performance of managers is positive and significant. This means the higher or positive talent management, the higher or positive the performance of the manager. This means that respondents feel that managers who have talents can work optimally, every manager gets the same right to participate in training programs to improve their performance, and feel the experience is appropriate or supports work, the more respondents feel willing to provide relevant information to colleagues who need and are responsible for completing a job. The results of this study are also consistent with Elijah's research (2017) which found that talent management has a positive effect on managers' performance.

**Hypothesis 3: There is a direct influence of Job Satisfaction on Manager Performance:-**

Based on the results obtained, it is known that job satisfaction has a direct effect on the performance of managers with a t-value of 2.70 (two comma seventy) (t-value > 1.96) which means hypothesis 3 (three) is accepted. The partial effect of job satisfaction on manager performance is 0.29 (zero comma twenty-nine). Manager performance consists of dimensions: task performance, adaptive performance and contextual performance. The effect of job satisfaction on manager performance is positive and significant. Means the higher or positive job satisfaction, the higher or positive the performance of the manager. This means that respondents feel that if needed, colleagues will help directly so that the work is completed on time, each task will be completed properly, if there is support from office colleagues and the relationship with colleagues is well established. The results of this study are also consistent with the research of Balasudaram and Brabete, (2010) which found that there is a positive relationship between job satisfaction and the performance of bank managers in Sri Lanka.

**Hypothesis 4: There is a direct Influence of Social Capital on Job Satisfaction:-**

Based on the results obtained, it is known that social capital has a direct effect on job satisfaction with a t-value of 4.27 (four commas twenty-seven) (t-value > 1.96) which means hypothesis 4 (four) is accepted. The partial influence of social capital on job satisfaction is 0.31 (zero thirty-one).

The influence of social capital on job satisfaction is positive and significant. Means the higher or positive social capital, the higher or positive job satisfaction. This means that respondents feel that there is sharing the same knowledge to achieve company goals with other colleagues, maintaining good customer relationships, and sharing the same understanding ability to achieve company goals with other colleagues, then the more respondents feel that if needed, colleagues will help directly so that the work is completed on time, each assigned is completed properly if there is support from office colleagues, and the relationship with colleagues is well established and the family atmosphere in working is well built. The results of this study are also consistent with research conducted by Akyurek (2013) which found there is a positive relationship between social capital in the form of social networks of bank managers to job satisfaction. This research is also consistent with Ashraf's (2017) study of bank managers in Pakistan, which found that social capital in the form of social media Facebook, Twitter, and LinkedIn had a positive effect on managers' performance or productivity. Similarly, Thammakoranonta's (2011) research on managers of financial investment companies in Thailand found that social networking and corporate culture have a positive effect on managers' performance.

**Hypothesis 5: There is a direct Influence of Talent Management on Job Satisfaction:-**

Based on the results obtained, it is known that talent management has a direct effect on job satisfaction with a t-value of 6.07 (six zero seven commas) (t-value > 1.96) which means hypothesis 5 (five) is accepted. The partial influence of talent management on job satisfaction is 0.59 (zero commas fifty-nine). The influence of talent management on job satisfaction is positive and significant. This means that the higher or positive the talent management, the higher or positive job satisfaction means that the more respondents feel that managers who have talent, are able to work optimally, every manager gets the same right to participate in training programs to improve their performance, and feel that experience is appropriate or supporting work, the more respondents feel that if needed colleagues will help directly so that the work is needed. Completed on time and each task is completed well if there is support from office colleagues, the relationship with colleagues is well established and the family atmosphere in working is well built. The results of this study are also consistent with research conducted by Awan

and Farhan (2016) on bank managers in Pakistan found that talent management has a positive effect on job satisfaction.

**Hypothesis 6: There is a direct Influence of Social Capital on Talent Management:-**

Based on the results obtained, it is known that social capital has a direct effect on talent management with a value of t-value of 7.27 (seven commas twenty-seven) (t-value >1.96) which means hypothesis 6 (six) is accepted. The large influence of social capital on talent management is 0.67 (zero commas sixty-seven).

The influence of social capital on talent management is positive and very significant. This means that the higher or positive social capital, the higher or positive talent management means that the more respondents feel that they share the same knowledge skills to achieve company goals with other colleagues, maintain good customer relationships, and share the same understanding ability to achieve company goals with other colleagues, the more respondents feel that managers who have talents, able to work optimally and every manager gets the same right to participate in training programs to improve their performance and also feel the experience is appropriate or support the work. The results of this study are also consistent with previous research conducted by Nayak, (2017) on 78 (seventy-eight) HR (Human Resources) professionals in IT (Information Technology) companies in India who concluded that social capital in the form of social network sites (SNS) has a significant influence in accelerating the recruitment process for talented managers.

**Hypothesis 7: There is an indirect influence of social capital through job satisfaction on manager performance:-**

Based on the results obtained, it is known that the large influence of social capital through job satisfaction on the performance of managers is 0.08 (zero commas eight) and a t-value of 2.37 (two thirty-seven commas) (t-value >1.96) which means hypothesis 7 (seven) is accepted. So the influence of social capital through job satisfaction on manager performance is positive and significant. This means that the higher or positive job satisfaction, the more it strengthens the influence of social capital on the performance of managers means that the more respondents feel that if needed, colleagues will help directly so that the work is completed on time. The effect of increased social capital on the performance of managers through job satisfaction is 0.08 (zero eight) this indicates that job satisfaction has a significant effect on increasing the influence of social capital on manager performance. So that this job satisfaction needs to be paid more attention to work management to improve manager performance. ( Lei, Basit, and Hasan (218); Koch 2018).

**Hypothesis 8: There is an indirect influence of talent management through job satisfaction on manager performance:-**

Talent management through job satisfaction on the performance of managers is 0.17 (zero seventeen commas) and a t-value of 2.62 (two sixty-two commas) (t-value > 1.96) which means the hypothesis of 8 (eight) is accepted. So the influence of talent management through job satisfaction on manager performance is positive and significant. This means that the higher or positive job satisfaction, the more it strengthens the influence of talent management on manager performance. It can be seen here the influence of talent management on manager performance which through job satisfaction significantly improves manager performance. So that this job satisfaction needs to be paid more attention to work management to improve manager performance.

**Discussion of the Managerial Implications:-**

Research findings show that social capital, talent management, and job satisfaction are determinants of managers' performance. The three variables directly affect the performance of managers, so if it will improve manager performance can be improved in the three variables, namely social capital, and talent management when associated with job satisfaction will be able to improve manager performance even higher. The performance of the manager himself on the other hand can still be improved through the advantages of the dimensions of each variable as follows:

1. Manager performance can be improved through dimensions that contribute highly to the performance of the manager, namely the task performance dimension.
2. Social capital can be improved better by increasing the contribution of social capital dimensions that have values above the mean, namely the relational dimension and the cognitive dimension.
3. Talent management can improve better by increasing the dimension of talent acquisition. Talent acquisition identifies and acquires managers with the best talent to meet the needs of the company so that the company can achieve its profit targets.

4. Job satisfaction can be improved better by increasing the dimensions of job satisfaction is the dimension of promotional opportunities and the dimensions of colleagues who are above the mean. With the opportunity for promotion, managers feel appreciated by work management and managers work closely with fellow colleagues.

### **Conclusion and Recommendations:-**

#### **Conclusion:-**

1. Variable social capital, talent management and job satisfaction have a positive and significant effect on manager performance. Individually social capital has the greatest influence on the performance of managers and then followed by talent management has a positive and significant effect on the performance of managers.
2. Variable social capital and talent management have an indirect positive and significant effect on manager performance through job satisfaction. Talent management has a positive and significant effect on manager performance greater than social capital through job satisfaction.
3. Job satisfaction variables as variable intervening have been shown to have successfully increased the influence of social capital and talent management on manager performance. If through job satisfaction, the influence of talent management on manager performance is greater than social capital.

#### **Recommendations:-**

Based on the results of this study and the discussion, the advice given by the researcher is

1. To improve the performance of the manager dimensions, namely task performance, adaptive performance and contextual performance managers need to be considered in accordance with the workload provided. In addition, the manager's boss needs to give positive attention every time he shows work performance.
2. For improved performance of managers, the dimensions of social capital, namely structural and relational, need to be improved as managers are structurally involved in business development and relationally maintaining the relationships of fellow colleagues need to be improved, especially with the manager's superiors so that managers feel cared for assisted in their work.
3. Talent management plays an important role to improve manager performance, especially those that need to be considered talent onboarding / activation, talent development, and talent retention. Therefore, talent retention is important to be considered by work management which is useful to maintain talented managers by providing appropriate salaries, promotion of positions, providing new challenges in new jobs, and others. In addition, talent development is the hope of every manager who has a career at the bank to be promoted to a higher position so that the manager can increase his salary and position status. Finally talent onboarding/activation is the beginning of the search for talented managers to work in the company. By providing better facilities than the previous company.
4. Job satisfaction is the feeling of satisfaction of managers working in the company. If the manager is satisfied with his work then the manager's work is completed on time. Therefore, what needs to be considered by work management is the salary/manager's salary, supervision of the manager's boss, and the manager's job. Every manager who works in the company is not satisfied with the salary he receives, the reason is that the workload done is not balanced with the salary he receives, while supervision from the manager's boss needs to be improved, because the manager needs to have the support of the manager's boss. If the manager is facing problems or obstacles in carrying out or carrying out work such as disputes or disagreements between managers and customers. Lastly, the job the manager does not like his work is caused of the saturation of the same job. Then the solution is that work management needs to rotate the manager's work.

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