

Turnitin Taufik

by - -

Submission date: 22-Jan-2024 10:50PM (UTC-0800)

Submission ID: 2276533331

File name: 1._Submit_Taufik_1.docx (170.33K)

Word count: 6441

Character count: 37740

The Influence Of Talent Management, HR Planning, and Career Development On Employee Performance at PT Pelindo Terminal Petikemas Surabaya

Moch Taufik¹, Sumartik², Rifdah Abadiyah³

Department of Management, Faculty of Business, Law and Social Sciences, Muhammadiyah University, Sidoarjo, Indonesia^{1,2,3}

Corresponding Author: Moch Taufik (mochammadtaufik47@gmail.com)

Abstract

In this study the researcher chose PT. Pelindo Terminal Petikemas Surabaya as a research object with Organic (Permanent) employee status. The aim of this research is to determine the influence of talent management, HR planning and career development on employee performance at PT. Pelindo Container Terminal Surabaya. This type of research is quantitative including primary and secondary data. The sampling technique used by researchers is the Non Probability Sampling technique, where the total population is 222 employees with Organic (Permanent) status. The method used in Non Probability Sampling is Purposive Sampling. The sampling technique used the sloving technique, totaling 69 respondents as the sample in this study. The data collection method is carried out by means of questionnaires directly to respondents and observations are carried out directly on the research object. The data collection technique in this research uses an interval scale where answers are measured using a 1-5 Likert scale. Data analysis techniques use outer and inner models and data testing uses Smart Partial Squer (PLS). The research results show that Management has a positive and insignificant effect on employee performance at PT. Pelindo Container Terminal Surabaya. HR planning has positive and significant results on employee performance at PT. Pelindo Container Terminal Surabaya. And career development has positive and insignificant results on employee performance at PT. Pelindo Container Terminal Surabaya.

Keyword: Management Talent, HR Planning, Career Development and Employee Performance

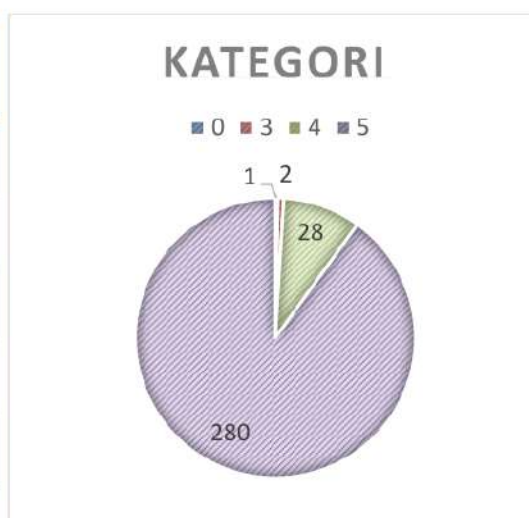
INTRODUCTION

Every company or agency in Indonesia in developing human resources is always based on company goals, this is essential to accomplishing a connected business aim.. In Indonesia, many companies or agencies have developed high-quality human resources. This is supported by competitiveness, always developing self-quality, adequate facilities and innovation. Behind the high quality of human resources, there is also the low quality of human resources, lack of access, education, low levels of health and minimal job opportunities. Based on the 2019 World Economic Forum's Global Competitiveness, Indonesia ranks 50th out of 141 countries in terms of human resource competitiveness, below Malaysia and Thailand. In 2020, there were less than 29 million people affected by Covid-19, the unemployment rate reached 7.07% or 9.77 million people were unemployed. Thus, the contribution of competent and competitive employees from a company or agency is needed to anticipate the low quality of human resources with technology that is developing rapidly. The level of success of a company in realizing its goals is related to the quality of employees who are able to deal with the current turmoil. The development of the world of work is currently advancing rapidly so that employees are required to be able to transform to create innovations, which are able to survive in the environment and the world of work, this is balanced with Soft Skills and Hard Skills (Prasetyo et al., 2017). Human resources make a major contribution in every operational activity, although without the role and function of employment, they often seem to be displaced by technological sophistication (Bachrudin et al., 2021).

An employee's talents, skills, and output are characterized by their performance in carrying out their jobs and obligations. Employee output is very influential on the company's success, employee performance is also very good for generating company business development in the short or long term. Employee performance is translated from English as Work Performance or Job Performance, employee performance in Indonesian is called work performance. Thus employee performance can be measured from the degree of achievement that people or groups have in fulfilling their roles and obligations to their capacity to meet the objectives and benchmarks that have been established (Sukarjati et al., 2016). Factors that are assessed in employee performance are quality, personal characteristics and quantity of work, including indicators including customers, technical ability, cooperation, discipline, morals, achievement motivation, self-development and initiative (Yusran & Id, 2018).

Table 1. Performance Assessment of PT. Pelindo Container Terminal Surabaya

Kategori Penilaian		Jumlah Pekerja
5 = Baik Sekali	> = 90	280
4 = Baik	75 – 89,99	28
3 = Cukup	60 – 74,99	2
2 = Kurang	50 – 59,99	-
1 = Kurang Sekali	< 50	-
0	Posisi tidak di SPTP	1



Source: PT Organic Employee Performance Assessment Data. Pelindo Container Terminal Surabaya in 2022.

The data table and graphic up above demonstrate how PT staff performance was evaluated. Results for the criterion Very Good 280, Good 28, Fair 2, Poor 0 and Very Poor are available at Pelindo Terminal Petikemas Surabaya. 0. This performance assessment data is the basic material for determining the performance of PT employees. Pelindo Terminal Petikemas Surabaya and also as an indicator to determine the level of employee performance.

PT. Pelindo Terminal Petikemas Surabaya was born from a holding company where there is PT. Pelindo I, PT. Pelindo II, PT. Pelindo III and PT. Pelindo IV becomes PT. Pelindo (HO). PT. Pelindo III is located in Surabaya after the holding company carried out a merger resulting in the emergence of PT. Pelindo Container Terminal Surabaya. PT. Pelindo Terminal Petikemas Surabaya in developing human resources with Organic employee status is facing problems related to the influence of talent management, HR planning and career development on employee performance in the last 2 years after the PT merger. Pelindo. The reason why the influence of talent management, HR planning and career development has decreased is the new HR mapping and policy changes implemented by the Central Head Office (HO) within PT. Pelindo Terminal Petikemas Surabaya so this has a very significant influence on employee performance and career development. Nowadays, competition in the business world is getting tighter, faster and more dynamic. This is due to the large number of companies competing in the advancement of HR and market aspects. Thus, the flow of globalization challenges business people in maintaining the opportunities they have and seizing new opportunities they have (Yuli Angliawati & Fatimah Maulyan, 2020).

The strategic role of PT. Pelindo III in its human resource management system Employee performance is improved by (strategic human resource management). The initial implementation of talent management using The Talent Powered Organization Model for employees with Organic (Permanent) status was very effective before PT. Pelindo III merged. Many competent and professional employees produce superior human resources, talented and competitive, by implementing The Talent Powered Organization Model. Where this model, applied in a talent strategy, will become an input in the cycle of talented employees (Define-Discover-Develop-Deploy) and produce employee performance outputs, which lead to business results. The current problem is the influence of talent management on the performance of PT employees. Pelindo Terminal Petikemas Surabaya, the lack of effective application of talent management in managing human resources, makes employees less than optimal in every work task, employee talent development, employee training, facility maintenance, career promotion and employee transfers in order to transform related to the company's business. Talent management has a significant influence on employee performance. Talent management includes a series of processes carried out by companies in identifying developing, retaining and placing the right people in the company for business goals (Tri Saputra et al., 2020). So that HR capabilities in digital optimization coupled with good talent management planning

produce maximum performance, therefore, it is necessary to increase HR performance optimally and efficiently (Darmawan & Angelina, 2022).

To improve the quality of employee performance optimally, resource planning is needed, especially adequate human resources to achieve the company's main goals. HR planning has a positive effect on employee performance. In HR planning, it can be prepared in the long and short term and can be used to organize the strategy that will be implemented. PT. Pelindo Terminal Petikemas Surabaya in terms of HR planning for employee performance in the past 2 years has experienced a decline, due to the merger process so that optimization has not been perfect. There are obstacles such as reduced evaluation of employee performance, lack of identification of employees who have talent, employee development and training. This causes employee performance levels to decline and there needs to be significant changes to HR in order to achieve company goals. Employee performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements (Veronica et al., 2023). It can be concluded that human resource planning is a strategy for determining the quality and quantity of human resources in the future (Taroreh et al., 2016).

Apart from talent management and HR planning, there are other variables that can influence employee performance at PT. Pelindo Terminal Petikemas Surabaya is career development. Career development in all dream companies for all employees who are competent and perform the best. Career development can provide positive energy (comfortable, happy and enthusiastic) to each employee, career refers to each individual's increasing performance achievements. PT. Pelindo Terminal Petikemas Surabaya in employee career development is uncertain, there are obstacles including the length of employee career development because it is a recommendation from the leadership, having to transfer or transfer duties to a subsidiary company first for several years, and there is no consistent planning regarding how many years to increase employee rank or career. So that the human resources used in managing and managing all aspects of commercial or public companies are not well structured. Things that influence an employee's career consist of the attitudes of superiors, colleagues and subordinates, experience, education, success and destiny (Nugraha et al., 2022). This factor is influenced by the physical abilities or non-physical abilities such as the intelligence and mentality of each employee (Umam & Atho'illah, 2021). It is hoped that PT. Pelindo Terminal Petikemas Surabaya has a career development management process to support employee performance in the short and long term. Employee performance is a good and bad illustration of the policies implemented to achieve common goals, the company's vision and mission

From the above phenomenon, a research gap was found, namely the Evidence Gap. Evidence Gap is a gap in research evidence, which is the point of gap between a phenomenon and evidence in the field. Based on research results, it proves that Talent Management has a positive and significant effect on Employee Performance (Rachmadinata & Ayuningtias, 2017). This is different from the results of other research which proves that Talent Management has no effect on Employee Performance (Ivana & Marzuki, 2023). From the research results, the Human Resource Planning variable shows a positive but significant effect on employee performance (Blikololong, Mikael Laba & John EHJ, 2022). However, different from the results of other research, it proves that Human Resource Planning has a negative effect on Employee Performance (Huzaini, 2020). Then, from the Career Development variable, researchers obtained results that had a positive and significant effect on employee performance (Nugraha et al., 2022). Meanwhile, the results of other research prove that Career Development has a positive and insignificant effect on Employee Performance (Robby & Angery, 2021). Of the many studies conducted by previous researchers regarding variables that influence employee performance, there are inconsistencies between the variables. This became the basis for conducting research to find out how talent management, HR planning and career development can influence employee performance.

Influence of Talent Management

Talent management is an important component in the success and development of human resources in every company, because the success of a company can be seen or measured from the performance of competent employees so far. Employee talent is the main key to having strategic and accurate thinking, being able to provide inspiration to other employees, functional skills and being able to create results. The integrated talent management system model must work with corporate strategy and business strategy, so that it does not deviate from the company's main goals. The influence of talent management in large companies provides better benefits and value, especially in the field of human resource (Employee) management. Where, employees are capable of managerial, socio-cultural, management training, technical and organizational development competencies (Divya Malika & Aminuddin Irfani, 2022). For a decade, organizational experience in various talent management research has included a performance framework which includes the recruitment and selection process, orientation process, work management process, recognition and retention process, education and training process, cadre development process (Succession Planning) (Agustiani, 2019). Talent management can be one of the strategies that companies can implement to improve the soft skills of each employee. Apart from that, one of the company's main concerns in the talent management system is always evaluating, developing the team, meeting company targets, being able to work together and achieving good results. Basically, talent is expected to be able to increase competitive

advantage, organizational performance and maximize organizational productivity. In talent management there are processes that are related or related to each other, and there are 4 talent management processes Inclusion, Engagement, Competencies and Retention (Savitri & Suherman, 2018).

HR Planning

Human resource planning in a company or organization must be carried out intensively. This can influence whether a company can develop well or not. Human resources are the heart of an organization or company, without human resources an organization or company cannot operate. HR planning is a process of determining workforce needs based on criteria for development, implementation and control of needs that are integrated with company planning in order to create appropriate employee placement, sufficient numbers, and be economically beneficial (Helmiyatun, Saputra, Eka Kurnia, Niswah, Choirun, Bagho, Kosmas Lawa, Fuada, 2022). Human resources are the most important factor for a company besides other factors in human resources in the form of capital, because human resources must be managed well to increase effectiveness and efficiency, good planning is needed. HR planning is defined as a way to determine workforce needs in a certain period, both in quality and quantity in a certain way (Of et al., 2017). HR planning is prepared to ensure the needs of employees in an organization and company so that their needs can be met appropriately. Human resource planning is a component that must and must be carried out first to determine the job index that will be carried out. And one of the things that must be considered in human resource planning is when the recruitment process is carried out. Human resource planning can have a positive effect on employee performance. The statement that the human resource planning variable is not significant on employee performance (Putra & Aznedra, 2021). There are 5 indicators in human resource planning, namely (Saputra et al., 2020).

19

Career Development

Career Development is a condition or situation that shows an employee's increasing status in the career path that has been determined by the company. Through career development, it will provide benefits for individuals or organizations. The company's career development system will increase employee productivity, reduce Labor Turn Over and increase employee promotions or ranks. A person's career development is a lifetime process that involves being prepared to be chosen, making decisions, and consistently choosing decisions among the many job types that are available in society. Dynamic interactions between the person, contextual, mediating, environment, and output component (output) also influence career growth.) (Julianita, 2018). Career development can directly have a positive effect on employee performance, so that employees can complete their work better and the company hopes that employees will provide feedback to the company (Wulandari & Sholihin, 2019). Organizational career development is an outcome that comes from the interaction of an individual's career with the institutional (organization) career management process. A career is very necessary for every individual in a company environment, because it supports sustainable performance, social status, company success and has a positive influence on the environment. For organizations, career development provides some guarantee that there will be employees available to fill vacant positions in the future. Career development is a form of appreciation for employees to promote to a better position and plan a career that has a reciprocal impact on the company. There are several factors that can influence career development, work performance, work networks, exposure, loyalty to the organization, mentors and sponsors, opportunities for growth and development (Robby & Angery, 2021).

Employee performance

Performance is a form of implementation of balance theory, where a person will demonstrate expertise and soft skills optimally to obtain benefits and inducement in a job fairly and reasonably (Reasonable). In essence, employee performance will run optimally if employees receive a form of appreciation or appreciation for the results of their performance. Employee performance has benefits where these benefits are the impact of individual achievements in a company which are demonstrated directly and are beneficial for other employees. According to (Massie, 2015) performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company. Employee performance can be influenced by job training organized by the company. The effect of job training on systematic employee performance shows the consistency of training results (Ferry, 2018). Performance or what is called performance is the achievement of work achievements and the achievement of work results, both individually, in groups and in organizations. Performance management focuses more on planning and improving performance in the future (short term and long term) therefore it does not focus on evaluation issues in the past. Employees will be more productive in carrying out a job if there is workforce development that increases employee skills and knowledge. There are several factors that can be assessed from employee performance, namely quality, quantity of work, personal characteristics, customer orientation, teamwork, technical ability, discipline, morals, achievement motivation, self-development and initiative (Yusran & Id, 2018). Colleague Relations (Interpersonal Impact) is the ability of an employee to develop feelings of mutual respect for each other and work together with other employees as well as subordinates.

The conceptual framework and research hypotheses are as follows:

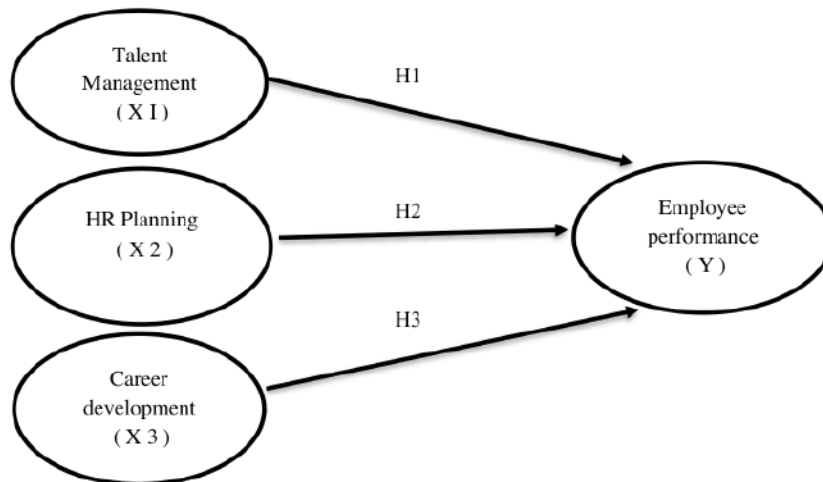


Figure 1. Conceptual Framework

Hypothesis :

1. H1: The influence of Talent Management (X1) has an effect on Employee Performance (Y) (Rachmadinata & Ayuningtias, 2017)
2. H2: HR planning (X2) influences employee performance (Y) (Blikololong, Mikael Laba & John EHJ, 2022)
3. H3: Career Development (X3) influences Employee Performance (Y) (Nugraha et al., 2022)

METHOD

The study was carried out in Surabaya at the PT. Pelindo Container Terminal. Employees of PT. Pelindo Terminal Petikemas, which has Organic (Permanent) status and 222 registered workers, make up the research population. The Non Probability Sampling Method is the sampling method employed in this study. Non Probability Sampling is a strategy used to choose 222 employees based on predetermined criteria set by researchers (permanent employees, not field workers) (Ivana & Marzuki, 2023). The method used in Non Probability Sampling is Purposive Sampling. The number of respondents in this study was 69 respondents taken from all employees of PT. Pelindo has Organic status. A feasible sample size in research is between 30 and 500 samples (sugiyono, 2007). This type of research is quantitative research (Robby & Angery, 2021). This data includes primary data and secondary data. Primary data was obtained from employees of PT. Pelindo Terminal Petikemas Surabaya with Organic (Permanent) employee status. The secondary data was obtained from previous research. The data collection method is carried out by distributing questionnaires directly to respondents in accordance with predetermined sample criteria and observations are carried out directly on the research object (Rusjiana, 2016). The data collection technique in this research uses an interval scale where the answers are measured using a 1-5 Likert scale. Technical data analysis uses outer and inner models, while data testing uses Smart Partial Squer (PLS) software version 3.0.

RESULTS AND DISCUSSION

RESULT

Outer Model

Convergent Validity Test

Stages in working on Smart Partial Squer (PLS) version 3.0. namely calculating the Convergent Validation Test on the Smart Partial Squer Output in the Outer Model to determine the convergent validity of the questionnaire results that we distributed. Convergent validity is the relationship between indicators X and Y to assess the extent to which these indicators can explain each related variable (Latent Variable). In testing the Outer Model, there are several stages that must be carried out, including Convergent Validation, Discrimination Validation and Composite Reliability Test [34]. The results of the Koverger Validation Test measurements can be seen in Figure 2 below:

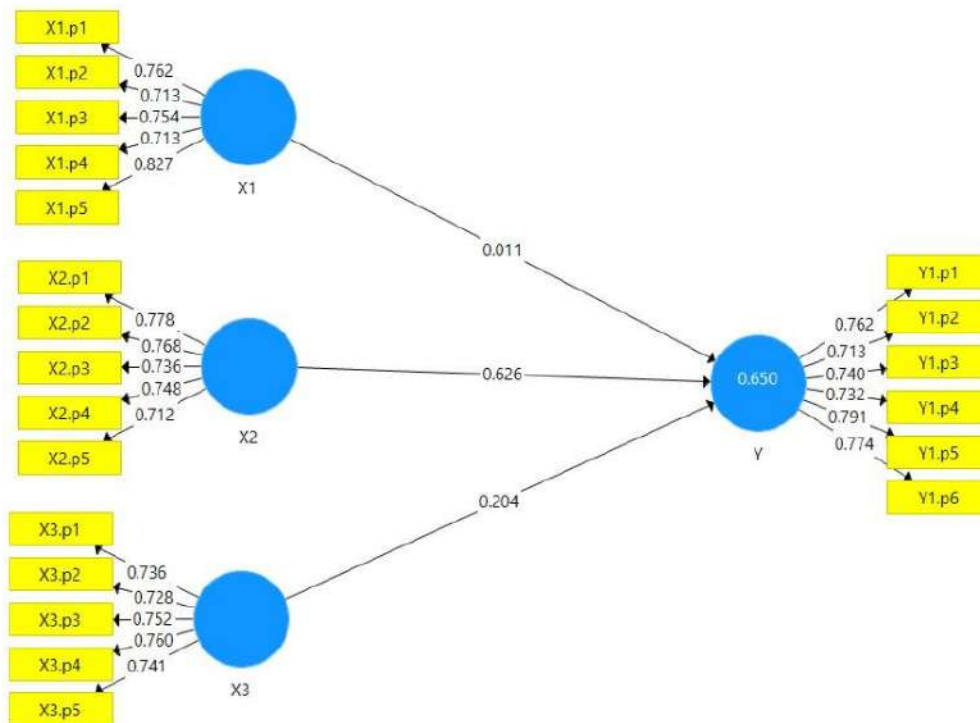


Figure 2. Outer Model

Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

Figure 2 shows that an indicator has a loading factor value > 0.700 , where a large loading factor indicator shows that it is measuring the strongest (dominant) variable. Each indicator, Talent Management (X1), HR Planning (X2), Career Development (X3) and Employee Performance (Y) has a value of > 0.700 . This is the basis that this research can be continued to the next stage,

Convergent Validity Test

	Kinerja Karyawan	Manajemen Talenta	Pengembangan Karir	Perencanaan SDM
X1.p1		0.762		
X1.p2		0.713		
X1.p3		0.754		
X1.p4		0.713		
X1.p5		0.827		
X2.p1				0.778
X2.p2				0.768
X2.p3				0.736
X2.p4				0.748
X2.p5				0.712
X3.p1			0.736	
X3.p2			0.728	
X3.p3			0.752	
X3.p4			0.760	
X3.p5			0.741	

Y1.p1	0.762			
Y1.p2	0.713			
Y1.p3	0.740			
Y1.p4	0.732			
Y1.p5	0.791			
Y1.p6	0.774			

Table 2. Results Loading Factor

Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

In table 2. Because each variable's (instrument's) loading factor value is above > 0.700 , we can see that it satisfies the standards and all of the indicators are genuine., because they have met the correlation value. From the results of this loading factor, the research can be continued at the next stage.

Kinerja Karyawan	Rata-rata Varians Diekstrak (AVE)
Manajemen Talent	0.566
Perencanaan SDM	0.570
Pengembangan Karir	0.554
	0.561

Table 3. Average Variance Extracted (AVE)

Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

In table 3, it can be seen that the value of Average Variance Extracted (AVE) is above > 0.5 in each variable. This shows that the Average Variance Extracted (AVE) indicator value is valid. It can be concluded that if all the variables above are > 0.5 , they can be used to measure the magnitude of the indicators supported by the construct (Pransiska, 2020).

Discriminant Validity Test

The discriminant validity test is carried out to ensure that each concept in the type of variable is different from other variables. And this Discriminant Validity Test is to determine the accuracy of the measuring instrument in carrying out its measurement function. Discriminant Validity Testing by applying the Fornell Larcker Criterion Test can be seen in table 4 below.

	Kinerja Karyawan	Manjement Talenta	Pengembangan Karir	Perencaan SDM
Kinerja Karyawan	0.753			
Manajemen Talent	0.554	0.755		
Perencanaan SDM	0.710	0.693	0.774	
Pengembangan Karir	0.796	0.640	0.796	0.749

Table 4. Results Fornell Larcker Criterion

Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

It can be seen in table 4, where the value of the Fornell Larcker Criterion is above > 0.7 , indicating that it has met the requirements and can be said to be valid.

Composite Reliability Test

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Kinerja Karyawan	0.847	0.848	0.887	0.566
Manajemen Talent	0.811	0.823	0.868	0.570
Perencanaan SDM	0.799	0.803	0.861	0.533
Pengembangan Karir	0.804	0.805	0.864	0.561

Table 5. Results Cronbach's Alpha dan Reabilitas Konstruk
 Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

Table 5 shows that the Cronbach's Alpha and Construct Reliability values are above 0.7, this shows that the values in the Cronbach's Alpha and Construct Reliability Tests are reliable.

Uji R-Square

R-Square is used to measure whether an independent variable is good or not. The criteria for a coefficient of determination value of 0.67 is Good, a value of 0.33 is Moderate (Medium) and a value of 0.19 is Weak [35].

	R Square	Adjusted R Square
Kinerja Karyawan	0.650	0.634

Table 6. Nilai R-Square
 Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

Based on table 6, It is established that the employee performance variable's (Y) R-Square value is 0.650 or 65%. The value of the variable (Y) identifies that 0.650 is categorized as moderate. From table 6, it can be seen that the variables Talent Management (X1), HR Planning (X2) and Career Development (X3) are 65%. And the remaining 35% is influenced by other variables that were not examined in this research.

Inner Modell Uji Hipotesis

In this research, it is necessary to test the hypothesis to determine whether the value is significant or not in the research. By paying attention to the significant values of the Original Sample, Tstatistics and P-Values.

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Manajemen Talenta -> Kinerja Karyawan	0.011	0.034	0.117	0.095	0.924
Pengembangan Karir -> Kinerja Karyawan	0.204	0.215	0.112	1.831	0.071
Perencanaan SDM -> Kinerja Karyawan	0.626	0.607	0.144	4.359	0.000

Table 7. Path Coefficient
 Sumber : Output Smart Partial Squer (PLS) versi 3.0.(2023)

Table 7 illustrates that the Original Sample (O) value of the Talent Management variable on Employee Performance is 0.011, indicating a 1.1% contribution from the Talent Management variable. Additionally, the Career Development variable on Employee Performance's Original Sample (O) value has an Original Sample (O) value of 0.204, meaning that the Career Development Variable contributes 20.4%. And the Original Sample (O)

value for the HR Planning variable is 0.626, meaning that the HR Planning variable contributes 62.6%. From these results, it proves that there is a positive influence of the independent variable on the dependent variable.

The influence of Talent Management on employee performance in table 7 shows the t count of $0.095 < t$ table 1.66, and the result is a significant value (P Values) of $0.924 > 0.05$, where H_01 is accepted and H_1 is rejected. It can be concluded that Talent Management (X1) partially has a positive and insignificant influence on Employee Performance (Y).

The influence of HR planning on employee performance in table 7 shows t count of $4.359 > t$ table 1.66, and significant results (P Values) of $0.000 < 0.05$, where H_02 is accepted and H_2 is accepted. It can be concluded that HR Planning (X2) partially has a positive and significant influence on Employee Performance (Y).

The influence of career development on employee performance in t table 7 shows a calculated t of $1.831 > 1.66$ and significant results (P Values) of $0.071 > 0.05$, where H_03 is accepted and H_2 is rejected. It can be concluded that Career Development (X3) partially has a positive and insignificant influence on Employee Performance (Y).

DISCUSSION

From the test results related to It may be inferred that talent management at PT. Pelindo Container Terminal Surabaya has a negligible yet beneficial impact on employee performance. According to this study, talent management at PT. Pelindo Terminal Petikemas Surabaya has the highest score on the indicator (highest respondent, then PT. Pelindo Terminal Petikemas Surabaya has had positive results, where through an effective talent development process, all employees can utilize the available facilities to improve company and employee intellectual performance, as well as reduce the risk of decreased productivity, but these facilities do not have a significant impact on employee performance, because employees already have personal facilities for intellectual development in the form of cellphones, laptops to support performance. This research is in line with previous research (Maronrong & Arina, n.d.) which stated that Talent Management has a positive and insignificant effect on employee performance. This is different from other research which states (Rachmadinata & Ayuningtias, 2017) that Talent Management has a positive and significant effect on employee performance. Talent management can be implemented significantly if employees are placed according to their respective talents, thereby producing professional performance contributions in their fields.

From the test results related to HR planning variables on employee performance, it can be concluded that partially they have a positive and significant influence on the performance of PT employees. Pelindo Terminal Petikemas Surabaya, then the hypothesis of these two variables is accepted. This means that HR planning can have a significant positive influence on employee performance, taken from the highest value in the indicator (X2.p3) "Companies are obliged to provide salaries in accordance with existing provisions" and in (Y1.p4) "All employees can use existing facilities to support company performance" in this case PT. Pelindo Terminal Petikemas Surabaya accepts the implementation of HR planning in which to support employee performance the company provides salaries in accordance with provisions, and to support employee performance they are given freedom in using company facilities at work. This has a significant positive impact on the continued performance of PT employees. Pelindo Container Terminal Surabaya. Where these facilities can be utilized properly and correctly by employees, and the facilities available include conference rooms, zoom, sports, laptops, etc. This research is in line with previous research (Jonathan & Tholok, 2023) which states that HR Planning has a positive and significant influence on Employee Performance and (Pranogyo & Hendro, 2023) states that Human Resource Planning has a positive and significant influence on Employee Performance. However, this is different from other research which states (Huzaini, 2020) that human resource planning has no effect on employee performance at PT. Manado Mitra Mandiri.

From the test results related to career development variables on employee performance, it can be interpreted that partially they have a positive and insignificant influence on the performance of PT employees. Pelindo Container Terminal Surabaya. Career development is not significant to employee performance, which can be seen from the highest value in indicators (X3.p5) "Every individual feels happy and satisfied if they get a promotion in the company" and (Y1.p4) "All employees can use existing facilities to support performance company" in this case PT. Pelindo Terminal Petikemas Surabaya provides the opportunity to get a promotion in the company for each selected individual employee, meanwhile all employees can freely utilize existing facilities to support company performance and position promotions. This is felt to be less effective for employees who are not selected for promotion so that it has insignificant results regarding career development on employee performance, because the selection process is based on likes and dislikes. This research is in line with previous research (Schla Indah Sari ,

Pompong B Setiadi, 2022) which stated career development did not have a substantial and beneficial impact on employee performance, according to study (Setyaningrum, 2019) while it did have a favorable but not statistically significant effect on PT. Rosalia Express Surabaya. This is not the case with other studies, which claims that career development significantly and favorably affects employee performance (Gaho, 2023)

5

CONCLUSION

Based on the results of research conducted by researchers in the field regarding PT. Pelindo Terminal Petikemas Surabaya's Employee Performance and the Impact of Talent Management, HR Planning, and Career Development, it can be said that:

Management Talent has a positive and insignificant effect on employee performance at PT Pelindo Terminal Petikemas Surabaya. This can be concluded from the highest respondent, namely PT. Pelindo Terminal Petikemas Surabaya has had positive results, where through an effective talent development process, all employees can utilize the available facilities to improve company and employee intellectual performance, as well as reduce the risk of decreased productivity, but these facilities do not have a significant impact on employee performance, because employees already have personal facilities for intellectual development in the form of cellphones, laptops to support performance.

2

HR planning has a positive and significant effect on employee performance at PT. Pelindo Container Terminal Surabaya. It can be concluded that to support employee performance the company provides salaries in accordance with the provisions, and to support employee performance they are given freedom in using company facilities at work. This has a significant positive impact on the continued performance of PT employees. Pelindo Container Terminal Surabaya. Where these facilities can be utilized properly and correctly by employees, and the facilities available include conference rooms, zoom, sports, laptops, etc.

16

Career Development has a positive and insignificant effect on Employee Performance at PT. Pelindo Terminal Container Surabaya. And it can be concluded that PT. Pelindo Terminal Petikemas Surabaya provides the opportunity to get a promotion in the company for each selected individual employee, meanwhile all employees can freely utilize existing facilities to support company performance and position promotions. This is felt to be less effective for employees who are not selected for promotion so that it has insignificant results regarding career development on employee performance, because the selection process is based on likes and likes.

REFERENCES

- Agustiani, F. N. (2019). Pengaruh Manajemen Talenta Dan Kompetensi Terhadap Kinerja Karyawan Pt. Bank Rakyat Indonesia (Persero) Tbk. *Jurnal Riset Perbankan Manajemen Dan Akuntansi*, 3(2), 100–131.
- Bachrudin, Ali, M., & Sumartik. (2021). Pengaruh Disiplin Kerja, Kompensasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawankantor Kecamatan Sidoarjo [The Influence Of Work Discipline, Compensation, And Work Environment On Employee Performance In The Sidoarjo District Office]. *International Journal on Human Computing Studies*, 3(2), 28–32. www.journalsresearchparks.org/index.php/IJHCS
- Blikololong, Mikael Laba & John EHI, F. (2022). Analisis Perencanaan Sumber Daya Manusia, Penempatan Pegawai Dan Analisis Pekerjaan Terhadap Kinerja Pegawai Pada Pemerintah Kota Kupang Kecamatan Maulafa. *Jurnal Ekonomi Manajemen Sistem Informatika*, 3(6), 645–656.
- Darmawan, A., & Anggelina, Y. (2022). Motivasi, Pelatihan Kerja, Pengembangan Karir dan Self Efficacy terhadap Kinerja Karyawan Pendahuluan. *Jurnal Ilmu Manajemen*, 12(1), 47–56. <https://doi.org/10.32502/jimn.v12i1.5142>
- Divya Malika, & Aminuddin Irfani. (2022). Pengaruh Manajemen Talenta terhadap Kinerja Karyawan pada PT. X. *Jurnal Riset Manajemen Dan Bisnis*, 43–46. <https://doi.org/10.29313/jrmb.v2i1.933>
- Ferry, Y. (2018). Pengaruh Pelatihan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Bagian Produksi Pt Indomaju Textindo Kudus. *BMAJ: Business Management Analysis Journal*, 1(1), 37–48. <https://doi.org/10.24176/bmaj.v1i1.2686>
- Gaho, Y. (2023). *PENGARUH PENGEMBANGAN KARIR DAN MOTIVASI TERHADAP KINERJA PEGAWAI*. 7(1), 1–23.
- Helmiyatun, Saputra, Eka Kurnia, Niswah, Choirun, Bagho, Kosmas Lawa, Fuada, S. S. (2022). *PERENCANAAN MANAJEMEN SUMBER DAYA MANUSIA* (G. O. R. yanto, Lulu Firdausiyah (ed.); 1st ed.). Sanabil.
- Huzaini, I. (2020). Pengaruh Perencanaan Sumber Daya Manusia Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan Di Pt Selatan 2(4), 319–324. <http://repository.univ-tridianti.ac.id/id/eprint/531>
- Ivana, T., & Marzuki, F. (2023). Pengaruh Perencanaan Sdm, Manajemen Talenta, Dan Manajemen Pengetahuan Terhadap Kinerja Pegawai. *Journal of Young Entrepreneurs*, 2(3), 122–138. https://www.academia.edu/download/65175951/Tugas_Besar_2_Summary_Talent_Management_DEWI_APRILIA_ANGGRAINI_43117010030_.pdf

- Jonathan, S., & Tholok, F. W. (2023). *Prosiding : Ekonomi dan Bisnis Pengaruh Manajemen Talenta , Perencanaan Sumber Daya Manusia , dan Audit Sumber Daya Manusia Terhadap Kinerja Karyawan Pada PT . Mega Jaya*. 3(2).
- Julianita, R. (2018). Pengaruh Program Pengembangan Karir Terhadap Kinerja Karyawan. *Jemasi: Jurnal Ekonomi Manajemen Dan Akuntansi*, 14(1), 55–63. <https://doi.org/10.35449/jemasi.v14i1.20>
- Maronrong, R., & Arina, A. A. (n.d.). *Keterikatan Karyawan Pada Pt Hipernet Indodata Kantor Pusat*. 1–10.
- Massie, R. (2015). Pengaruh perencanaan karir, pelatihan dan Pengembangan karir terhadap kinerja pegawai pada museum negeri provinsi sulawesi utara. *Jurnal Berkala Ilmiah Efisiensi*, 15(5), 635–645.
- Nugraha, D. A., Nadeak, B., Martini, N., & Suyaman, D. J. (2022). Pengaruh Pengembangan Karir Dan Kompetensi Terhadap Kepuasan Kerja Yang Berdampak Pada Kinerja Pegawai Negeri Sipil Dinas Kelautan Dan Perikanan Provinsi Jawa Barat. *Ai-Tadbir : Jurnal Ilmiah Manajemen*, 6(1), 81. <https://doi.org/10.31602/atd.v6i1.5886>
- Of, A., Volume, T., The, O., Transport, P., Constraints, C., On, I., Path, P., Assignment, C., Arkadiusz, M., Szarata, A., Engineering, C., & Systems, T. (2017). *PENGARUH PERENCANAAN SDM, REKRUTMEN DAN PENEMPATAN TERHADAP KINERJA KARYAWAN PADA PT.PLN (PERSERO) WILAYAH SULUTTENGGGO*. 43(3), 7–28.
- Pranogyo, A. B., & Hendro, J. (2023). Analisis Pengaruh Pengembangan SDM, Lingkungan Kerja, Komitmen Organisasi dan Motivasi Terhadap Kinerja Karyawan : Literatur Review. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(1), 10–18. <https://doi.org/10.35870/jemsi.v9i1.895>
- Pransiska, L. A. (2020). *The Role Of Product Quality , Online Customer Reviews , And Customer Ratings On Purchasing Decisions For Beauty Products On Tiktoshop [Peran Kualitas Produk , Online Customer Review , Dan Customer Rating Terhadap Keputusan Pembelian Produk Kecantikan Pa*. 1–11.
- Prasetyo, T. D., Hariasih, M., & Sari, H. M. K. (2017). Pengaruh Penilaian Prestasi Kerja, Kompetensi Karyawan dan Pengalaman Kerja terhadap Promosi Jabatan pada Lembaga Amil Zakat Nasional Nurul Hayat Surabaya. *JBMP (Jurnal Bisnis, Manajemen Dan Perbankan)*, 3(2), 114–135. <https://doi.org/10.21070/jbmp.v3i2.1891>
- Putra, R. E., & Aznedra. (2021). Pengaruh Insentif, Perencanaan SDM Dan Audit MSDM Terhadap Kinerja Pegawai Rumah Sakit Umum Daerah Embung Fatimah Batam. *Measurement*, 15(2), 26–35.
- Rachmadinata, N. S., & Ayuningtias, H. G. (2017). Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan Lintasarta Kota Jakarta. *Jurnal Manajemen Indonesia*, 17(3), 197. <https://doi.org/10.25124/jmi.v17i3.1156>
- Robby, K., & Angery, E. (2021). Pengaruh Pengembangan Karir, Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Puskesmas Padang. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 5(3), 494–512.
- Rusjiana, J. (2016). Pengaruh Sistem Informasi Sdm Terhadap Kinerja Karyawan Di Pt . Rabbani Bandung. *Jurnal Computech & Bisnis*, 10(1), 21–29.
- Saputra, H., Soleh, A., & Gayatri, I. A. M. E. M. (2020). Pengaruh Perencanaan Sumber Daya Manusia, Rekrutmen dan Penempatan Terhadap Kinerja Karyawan Kantor Perwakilan Bank Indonesia Provinsi Bengkulu. *INOBI: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 3(2), 187–197. <https://doi.org/10.31842/jurnalinobis.v3i2.131>
- Savitri, C., & Suherman, E. (2018). Pengaruh Manajemen Talenta Terhadap Kinerja Pegawai Ubp Karawang. *Buana Ilmu*, 2(2), 130–144. <https://doi.org/10.36805/bi.v2i2.480>
- Sehla Indah Sari , Pompong B Setiadi, E. T. S. (2022). *PENGARUH PENGEMBANGAN KARIR, DISIPLIN KERJA DAN KEPEMIMPINAN TERHADAP KINERJA KARYAWAN DI PT. ROSALIA EXPRESS SURABAYA*. *Jurnal Ilmu Manajemen*, 10(1), 1–52. <https://doi.org/10.21608/pshj.2022.250026>
- Setiyaningrum, A. C. (2019). Pengembangan Karir Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Ilmu Manajemen*, 7(3), 824–831.
- sugiyono. (2007). *METODE PENELITIAN BISNIS* (11th ed.). Alfabeta.
- Sukarjati, E., Minarsih, M. M., Warso, M. M., Jurusan, M., Fakultas, M., Dan, E., Universitas, B., Semarang, P., Dosen,), Manajemen, J., & Ekonomika, F. (2016). Pengaruh kepemimpinan, pengembangan sumber daya manusia dan kepuasan kerja terhadap kinerja pegawai kantor dinas pengelolaan keuangan dan aset daerah kota semarang. *Journal of Management*, 2(2), 1–14. <http://jurnal.unpand.ac.id/index.php/MS/article/view/411>
- Taroreh, A., Worang, F., & Mintardj, C. (2016). Manajemen Sumber Daya Manusia, Analisis Pekerjaan dan Penempatan Pegawai Terhadap Kinerja Pegawai Pada Biro Pengembangan SDM Provinsi Papua. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, Vol. 4(No. 1), 1263–1274. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/12072>
- Tri Saputra, R., Ratnasari, S. L., & Tanjung, R. (2020). Pengaruh Manajemen Talenta, Perencanaan Sdm, Dan Audit Sdm Terhadap Kinerja Karyawan. *Jurnal Trias Politika*, 4(1), 90–99. <https://doi.org/10.33373/jtp.v4i1.2446>
- Umam, K., & Atho`illah, Y. (2021). Strategi Pengembangan Sumber Daya Manusia Karyawan Commanditaire Vennootschap Dalam Meningkatkan Efektivitas Kinerjanya. *Jurnal Manajemen Dan Inovasi (MANOVA)*, 4(1), 68–83. <https://doi.org/10.15642/manova.v4i1.387>
- Veronica, D., Rosita, R., & Herlin, F. (2023). Pengaruh Disiplin Kerja dan Motivasi Kerja terhadap Kinerja

- Karyawan di Gramedia Jambi. *J-MAS (Jurnal Manajemen Dan Sains)*, 8(1), 868.
<https://doi.org/10.33087/jmas.v8i1.1010>
- Wulandari, N., & Sholihin, H. (2019). PENGARUH PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN MELALUI PEMEDIASI MOTIVASI KERJA KARYAWAN. *E-Jurnal Manajemen*, 27(2), 58–66.
- Yuli Angliawati, R., & Fatimah Maulyan, F. (2020). Peran Talent Management Dalam Pembangunan Sdm Yang Unggul. *Jurnal Sains Manajemen*, 2(2), 28–40. <https://ejournal.ars.ac.id/index.php/jsm/article/view/321>
- Yusran, A., & Id, S. A. Y. C. (2018). ANALISIS PENGARUH PENGEMBANGAN SUMBER DAYA MANUSIA TERHADAP KINERJA KARYAWAN PADA PT. BANK BNI CABANG UTAMA KENDARI. In *Jurnal Ilmu Manajemen* (Vol. 4, Issue 3).

Turnitin Taufik

ORIGINALITY REPORT

23%

SIMILARITY INDEX

19%

INTERNET SOURCES

18%

PUBLICATIONS

4%

STUDENT PAPERS

PRIMARY SOURCES

1	Eka Rahma Wulandari, Sumartik Sumartik, Vera Firdaus. "The Influence of Talent Management, Knowledge Management, and Job Satisfaction on Employee Performance at PT Jasamarga Pandaan Tol", Daengku: Journal of Humanities and Social Sciences Innovation, 2023 Publication	3%
2	jurnal.umsu.ac.id Internet Source	1%
3	jurnal2.untagsmg.ac.id Internet Source	1%
4	eudl.eu Internet Source	1%
5	repository.unisbablitar.ac.id Internet Source	1%
6	digilibadmin.unismuh.ac.id Internet Source	1%
7	jurnal.ibik.ac.id Internet Source	1%

8	journal.stieindragiri.ac.id Internet Source	1 %
9	Verel Mawei, James D. D. Massie, Ferdinand J. Tumewu. "THE INFLUENCE OF EMPLOYEE COMPETENCE AND CORPORATE CULTURE ON THE PERFORMANCE OF MANAGEMENT AT PT. PLN (PERSERO) UNIT INDUK WILAYAH (UIW) SULUTTENGGU", Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi, 2023 Publication	1 %
10	ij.lafadzpublishing.com Internet Source	1 %
11	Submitted to Universitas Muhammadiyah Sidoarjo Student Paper	<1 %
12	ejournal.uksw.edu Internet Source	<1 %
13	jurnal.upnyk.ac.id Internet Source	<1 %
14	proceedings.stiewidyagamalumajang.ac.id Internet Source	<1 %
15	cvodis.com Internet Source	<1 %
16	www.jptam.org Internet Source	<1 %

17

Ahmad Firman. "The Effect of Career Development on Employee Performance at Aswin Hotel and Spa Makassar", JURNAL MANAJEMEN BISNIS, 2021

Publication

<1 %

18

Ranthy Pancasasti Pancasasti. "PENGARUH PELATIHAN DAN PROMOSI TERHADAP KINERJA KARYAWAN PT. BANK SYARIAH XYZ KANTOR CABANG CILEGON", Jurnal Manajemen dan Bisnis, 2022

Publication

<1 %

19

greenpub.org

Internet Source

<1 %

20

id.123dok.com

Internet Source

<1 %

21

ejournal.upbatam.ac.id

Internet Source

<1 %

22

Erna Listyaningsih, Euis Mufahamah, Amirul Mukminin, Florante P Ibarra, Ma. Ruby Hiyasmin M. Delos Santos, Rosario F Quicho. "Entrepreneurship education, entrepreneurship intentions, and entrepreneurship motivation on students' entrepreneurship interest in entrepreneurship among higher education students", Power and Education, 2023

Publication

<1 %

23

www.scirj.org

Internet Source

<1 %

24

Fitri Kusnayanti, Hesty Prima Rini. "The Influence of Competence, Training, and Career Development on Employee Performance at Pabrik Gula Lestari Nganjuk Installation Section", *Al-Kharaj : Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 2023

Publication

<1 %

25

Submitted to School of Business and Management ITB

Student Paper

<1 %

26

Sri Harini, Sudarijati, Muhamad Andri Yani. "OCCUPATIONAL HEALTH SAFETY AND PHYSICAL WORK ENVIRONMENT CONDITIONS ON EMPLOYEE PERFORMANCE", *Indonesian Journal of Social Research (IJSR)*, 2019

Publication

<1 %

27

globalresearcher.net

Internet Source

<1 %

28

Haminsyah Kevin, Diah Isnaini Asiati, Fadly Yamaly. "Influence of Work Discipline and Organizational Culture on Employee Performance with Work Motivation as an Intervening Variable in the Palembang City Public Works and Spatial Planning (PUPR)

<1 %

Office", International Journal of Business, Management and Economics, 2023

Publication

29	jurnal.polibatam.ac.id Internet Source	<1 %
30	radjapublika.com Internet Source	<1 %
31	www.journaljesbs.com Internet Source	<1 %
32	www.scilit.net Internet Source	<1 %
33	Submitted to Asia Pacific University College of Technology and Innovation (UCTI) Student Paper	<1 %
34	Ruci Arizanda Rahayu, Fityan Izza Noor Abidin. "The Determinants of Career Selection as a Public Accountant: The Role of a Financial Reward Moderator", Journal of Accounting Science, 2023 Publication	<1 %
35	Submitted to Taylor's Education Group Student Paper	<1 %
36	ejournal.uin-malang.ac.id Internet Source	<1 %
37	garuda.kemdikbud.go.id Internet Source	<1 %

- | | | |
|----|---|------|
| 38 | umsida.ac.id
Internet Source | <1 % |
| 39 | www.bircu-journal.com
Internet Source | <1 % |
| 40 | ijcsrr.org
Internet Source | <1 % |
| 41 | journal.yp3a.org
Internet Source | <1 % |
| 42 | Erlin Dolphina, Ika Baskara, Preti Diawati, Husnawati Rachman, Susanti Budiastuti. "The Effect of Endorsement and Product Quality on Brand Image and Its Implication on Customer Loyalty of Fashion Product", JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi), 2023
Publication | <1 % |
| 43 | Lashley, Edwinna J.. "Impact of Leadership Style on Employee Performance in a Call Center Environment", Walden University, 2021
Publication | <1 % |
| 44 | Najihatul Faridy, Endang Fatmawati, Uli Wildan Nuryanto, Joko Ariawan, Deddy Novie Citra Arta. "Role of Work Satisfaction as Mediating Variable in Relationship Between Organizational Commitment, Compensation and Employee Performance in Porcelain Industry", JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi), 2023 | <1 % |

45 docobook.com <1 %
Internet Source

46 ijemr.politeknikpratama.ac.id <1 %
Internet Source

47 jurnal.syntaxliterate.co.id <1 %
Internet Source

48 oapub.org <1 %
Internet Source

49 proceeding.unpkediri.ac.id <1 %
Internet Source

50 repository.stei.ac.id <1 %
Internet Source

51 repository.upnvj.ac.id <1 %
Internet Source

52 Beni Agus Setiono, Sapit Hidayat. "Effect of Organizational Transformation and Organizational Culture on Employee Performance of PT. Pelindo", International Journal of Economics, Business and Management Research, 2022 <1 %
Publication

53 Delly Mustafa, Askar Askar, Nawir Rahman, Sitti Hardiyanti Arhas, Risma Niswaty. "Analysis of the application of information <1 %

technology systems and employee performance", Corporate Governance and Organizational Behavior Review, 2023

Publication

54

Riska Pebriyanti, Faizal Mulia, R. Deni Muhammad Danial. "Efektivitas Pengembangan Karir Terhadap Produktivitas Kerja Karyawan di PT. Senamas Energindo Mineral", JIMEK : Jurnal Ilmiah Mahasiswa Ekonomi, 2020

Publication

<1 %

55

dinastipub.org

Internet Source

<1 %

56

ejournal.pelitaindonesia.ac.id

Internet Source

<1 %

57

jurnal.unived.ac.id

Internet Source

<1 %

58

scientificreview.com

Internet Source

<1 %

59

Yanti Hasbian Setiawati, Hasan Baharun, Halimatus Sa'diyah, Yuni Hidayati. "Career Management in Building Teacher Professional Performance", Jurnal Obsesi : Jurnal Pendidikan Anak Usia Dini, 2023

Publication

<1 %

60

Yulianti Keke, Siti Krisnawati, Intan Alfina, Reza Fauzi Jaya Sakti, Asep Ali Thabah.

<1 %

"Analysis of Health and Safety (K3), Working Environment and Employee Performance at The Container Depot", Majalah Ilmiah Bijak, 2023

Publication

61

Dian Nanda Putri Aspita, Primasatria Edastama. "The Influence of Work From Home, Workload and Work Environment On Employee Performance", Jurnal Simki Economic, 2023

Publication

<1 %

62

Marina Yunita, Susi Handayani, Azra'ie K. Rosni. "The Influence of Work Motivation and Discipline on Employee Performance at PT. Kereta Api Property Manajemen Palembang", International Journal of Marketing & Human Resource Research, 2023

Publication

<1 %

63

Putu Purnawati, Anak Agung Dwi Widnyani, Ni Putu Risma Devy. "Komitmen Organisasi sebagai Mediasi Pengaruh Pengembangan Karir terhadap Kinerja", Widya Manajemen, 2021

Publication

<1 %

64

Wiwiek Setiawati, Witya Maulida, Iu Rusliana, Fairuz Arta Abhipraya. "The Effects of Competency, Training, and Career Development on Employee Performance at

<1 %

i3L", Tarbawi: Jurnal Keilmuan Manajemen Pendidikan, 2023

Publication

65

ejournal.polbeng.ac.id

Internet Source

<1 %

66

jist.publikasiindonesia.id

Internet Source

<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography On

Turnitin Taufik

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12
