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# The Influence of Talent Management and Human Resource Audit on Employee Performance at PT. Bintani Megahindah in Taliabu, North Maluku

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**ABSTRACT**

This study aims to analyze the influence of talent management and human resource audits on employee performance. The research method used is quantitative with an associative approach. The population in this study was all employees, with a saturated sampling method used to select the entire population. Data collection techniques included questionnaires, observation, and documentation. Data analysis used multiple linear regression with IBM SPSS Statistics.The results indicate that talent management has a partial positive but insignificant effect on employee performance, with a significance value of 0.535 (>0.05). Meanwhile, human resource audits have a positive and significant effect on employee performance, with a significance value of 0.040 (<0.05). Simultaneously, talent management and human resource audits have a significant effect on employee performance, with a significance value of 0.003 (<0.05). The coefficient of determination ($R^2$) of 0.217 indicates that talent management and human resource audits explain 21.7% of the variation in employee performance, while the remaining 78.3% is influenced by other variables outside the study.

## INTRODUCTION

In the era of globalization and the industrial revolution 4.0 that continues to develop, competition between companies is getting tighter, both at the national and international levels. Organizations are now required not only to excel in terms of technology and financial capital, but also in managing human resources (HR) that are effective and adaptive to change. *World Economic Forum* (2024) data shows that more than 58% of an organization's long-term success factors are determined by the quality and competence of its human resources, not just physical assets. Therefore, a company's success in achieving its strategic goals is highly dependent on how it manages, develops, and retains the best talent within the organization.

One of the central issues in modern human resource management is *talent management*. According to McKinsey (2023), companies with strong talent management systems have a 2.2 times higher chance of achieving financial performance above the industry average. Talent management is not just a recruitment and training process, but a comprehensive strategy that includes the identification, development, and retention of high-potential individuals who are able to add value to the organization. In Indonesia, data from the Ministry of Manpower (Kemnaker, 2023) shows that only about 37% of medium and large companies have a formal talent management system in place, which means the majority of organizations still face serious challenges in managing their employees' potential strategically.

Talent management, human resource (HR) audits also play an important role in ensuring the effectiveness of the HR management system in the company. HR audit is a systematic evaluation process of HR policies, procedures, and practices to assess the extent of their effectiveness and efficiency. Based on surveys *society for human resource management* (SHRM, 2022), 62% of global companies have implemented regular HR audits to ensure the alignment of HR strategies with business objectives. However, in Indonesia, this practice is still relatively limited, especially in non-metropolitan areas such as North Maluku, where resources, infrastructure, and HR competencies of auditors are still minimal.

This condition is also felt by companies in the Eastern Indonesia region, including PT. Bintani Megahinda in Taliabu Island Regency, North Maluku. As a company engaged in the trading and distribution of construction materials, PT. Bintani Megahinda plays an important role in supporting regional development. However, based on the results of initial interviews with personnel managers (2024), the company faces challenges in the form of high employee turnover rates (around 2021-2024 per year), a decrease in work productivity of 11% in the last two years, and a lack of a measurable HR evaluation mechanism. This phenomenon shows that the talent management and HR audit system has not been thoroughly optimized.

Talent management that does not run optimally often causes a mismatch between individual potential and the assigned assignment, thus having an impact on motivation and work effectiveness. Meanwhile, poorly structured HR audits cause companies to have difficulty identifying weaknesses in HR policies and measuring the efficiency level of employee development programs. This condition has the potential to reduce organizational competitiveness, especially in the midst of increasing business complexity in the Eastern Indonesia region which is experiencing infrastructure growth and industrialization.

A number of previous studies have shown a positive relationship between talent management and employee performance. For example, research by Saputra, *et al*., (2020) at BRI Syariah Batam found that talent management has a significant influence on employee performance (tcal = 8.102; $p < 0.05$). Similar findings were also presented by Jonathan & Tholok (2023) who concluded that the combination of talent management, planning, and HR audits contributed up to 86.8% to employee performance improvement. However, most of the research was conducted in the banking sector and the large service industry, so there is not much empirical evidence in the context of local companies in developing regions such as North Maluku.

Larasati, *et al*., (2024) show that the synergy between career management and talent management can increase the effectiveness of employee performance in the retail and culinary sectors of Yogyakarta. However, the study did not involve HR audit variables as an important control factor in monitoring and measuring the effectiveness of HR policies. Meanwhile, research by Faeni *et al*., (2023) highlights the importance of digitalization in talent management systems in the era of digital transformation, but underemphasized evaluative aspects such as HR audits in the context of non-digital companies.

Based on the results of initial observations and information from the company's internal parties, it was found that employee performance was not optimal, characterized by fluctuating levels of productivity, delays in job completion, and increasing employee turnover or transfer rates in the last two years.

This condition shows that human resource management (HR) in the company still has weaknesses, especially in terms of employee potential development and performance evaluation systems that have not been well structured. On the other hand, companies have not fully implemented a talent management system strategically to ensure that the best employees can be developed and retained. Many high-potential employees have not received optimal career development opportunities, while job rotation and training are still limited and not based on competency needs.

In addition, the implementation of human resources audits (HR audits) which should be an important instrument to assess the effectiveness of HR policies has also not been running optimally. HR audits in companies are still administrative in nature, focusing more on examining personnel data, rather than on strategic evaluation of employee performance, training, and retention systems. As a result, HR policies have not been able to provide constructive feedback to increase work productivity.

Based on the explanation above, the main phenomenon that is the basis for this research is the ineffectiveness in the implementation of talent management and human resource (HR) audits at PT. Bintani Megahindah. This non-optimization is suspected to have a significant influence on employee performance levels, which in turn can affect the company's productivity and sustainability.

This research is very crucial to be conducted with the aim of empirically analyzing the impact of these two variables on employee performance. With a systematic approach, this study will not only measure the direct influence, but also identify other factors that may contribute to the problem at hand.

## RESEARCH METHODS

The research design to be used is quantitative research with a causal associative approach. The quantitative model is used because this study aims to measure the influence or relationship between variables objectively and measurably through numerical data. The causal associative approach was used because this study sought to explain the cause-and-effect relationship between the independent variables, namely Talent Management ($X_1$) and Human Resource Audit ($X_2$) to the bound variable Employee Performance (Y).

According to Sugiyono (2022), associative quantitative research aims to determine the influence or relationship between two or more variables, so it is suitable to be used to answer the formulation of research problems that are "whether there is an influence".

The approach used is a quantitative approach, which is an approach that emphasizes the collection and analysis of numerical data to test predetermined hypotheses. This approach was chosen because it is able to provide objective, measurable, and generalizable results.

In this study, data will be collected through the distribution of questionnaires to employees of PT. Bintani Megahindah as a respondent, with a Likert measurement scale (1–5) to measure perceptions of the variables of Talent Management, HR Audit, and Employee Performance.
The method used is a survey method with multiple linear regression analysis techniques.

The survey method was chosen because it allows to collect data from a sizable population in an efficient time. The results of the questionnaire will then be analyzed using a statistical device (SPSS or similar software) to see:
a. Partial influence of Talent Management on Employee Performance,
b. The partial effect of HR Audit on Employee Performance, and
c. The simultaneous influence of the two on Employee Performance.

This method is in accordance with the purpose of the study, which is to measure the cause-and-effect relationship between two independent variables ($X_1$ and $X_2$) against the bound variable (Y) empirically.

**Table 1.** Population and sample

| No. | Departments/Sections | Total Population (People) | Number of Samples (People) | Remarks |
|---|---|---|---|---|
| 1 | Legal | 9 | 9 | Handle the legal aspects of the company, including employment contracts and regulatory compliance |
| 2 | Security | 7 | 7 | Maintain the safety of the work environment and supervise activities in and out of the company's area |
| 3 | Hyperkes | 7 | 7 | Managing employees' occupational health and providing medical services |
| 4 | Human Resources (HRGA) | 6 | 6 | Responsible for managing human resources, general administration, and employee operational needs |
| 5 | Port Operasional | 6 | 6 | Regulating port activities, transportation, and distribution of production products |
| 6 | Fixpland Prosesing Pland | 5 | 5 | Managing the processing process of mining products in the factory area |
| 7 | HSE/Forman Safety | 2 | 2 | Supervise occupational safety and health (K3) in the work environment |
| 8 | Finance/Accaounting | 4 | 4 | Managing the company's finances, including record-keeping, reporting, and budget control |
| 9 | P&L | 2 | 2 | |
| 10 | External | 2 | 2 | |
| **Total** | | **50** | **50** | Using the census sampling technique |

The data analysis method was carried out quantitatively, descriptively, and verifiably using SPSS version 26. Classical Assumption Test: a. Normality Test: Tests the normal distribution of data b. Multicollinearity Test: Tests the correlation between independent variables c. Autocorrelation Test: Tests the error correlation between times d. Heteroscedasticity Test: Tests the similarity of error variance.
Multiple Linear Regression Analysis The model used:

**Yita = A + b1Xi1t + b2Xi2t + This**

Where:
Yit = *Return* Shares i in period t
a = *Intercept* From the regression equation
(constant) B1, B2, = Regression coefficient
No = Standard *error*
X1it = Market Ratio (*Price Earning Ratio*) Company i in the year t
X2it = Profitability Ratio *(Return on Asset)* Company I in Year t

**Uji Hypothesis**

Test F: To see the simultaneous influence of independent variables on dependent variables.
t-test: To see the partial influence of each independent variable on the dependent variable.

Significance is determined by alpha 5%. If the p-value < 0.05 then H0 is rejected and H1 is accepted (there is a significant influence), and vice versa.

## RESULTS

**Results of the Classical Assumption Test Normality Test**

The normality test is used to test whether the regression model, dependent variables, and independent variables have a norm distribution or not. The results of the data test in the normality test were used with the help of the IBM SPSS Statistics program computer which showed that if the data was scattered and followed the direction of the diagonal line, then the regression model met the assumption of normality. For more details, you can see the picture which will explain the results of the normality test.

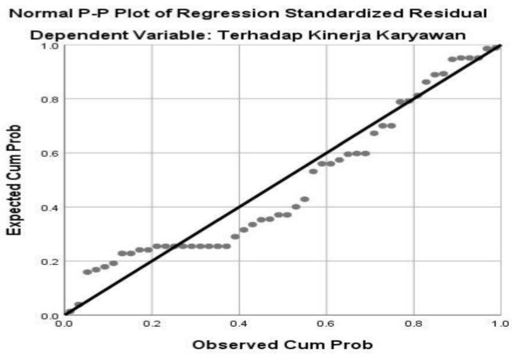


**Figure 1. Normality Test**

Based on the results of the normality test through the Normal Probability Plot (P-P Plot) graph, it is known that residual points are spread around the diagonal line and follow the direction of the line. This shows that the residual data is normally distributed, so the regression model meets the assumption of normality and can be used for further analysis.

**Heteroscedasticity Test**

The heteroscedasticity test is to see and test whether unequal variance data needs to be avoided, because in regression analysis the desired is the similarity of data variance (heteroscedasticity). The heterokedasticity test can be carried out by plotting a graph between the predictive value of the bound variable (ZPRED) and its residual (SRESID) where the heteroscedasticity disturbance will be visible with the presence of certain patterns on the graph. To find out whether there is a heteroscedasticity problem or not, namely with graph media, if there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then heterokedasticity does not occur. The test results

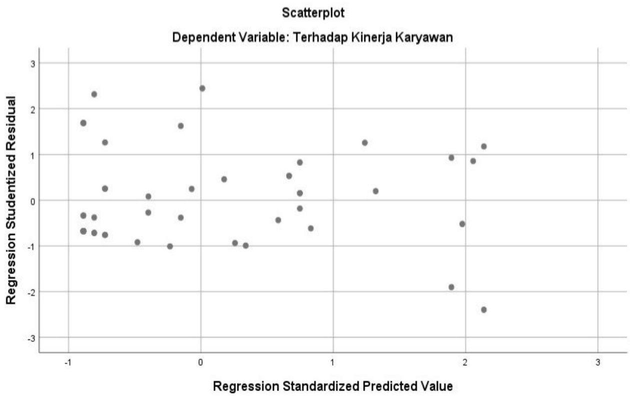


**Figure 2.** Heteroscedasticity Test

This image is the result of the heteroscedasticity test carried out in this study is with a plot graph where if the points in the graph are scattered or do not form a certain pattern and the points are spread above and below 0 on the Y axis, then heterokedasticity does not occur. It can be seen from the diagram above that this research model does not have heterokedasticity disorders because there is no specific pattern on the graph. The dots on the graph are relatively spread both above the zero axis and below the zero axis.

**Multiple Linear Regression Analysis Results**

Multiple linear regression analysis is a statistical analysis technique used to determine and measure the influence of two or more independent variables on one dependent variable. In this study, the independent variables used were talent management (X1) and human resource audit (X2), while the dependent variable was employee performance (Y). This method aims to explain the cause-and-effect relationship between independent variables and bound variables, either partially or simultaneously. The influence of each independent variable, namely talent management and HR audit, was tested individually through a t-test to find out whether each variable had a significant influence on employee performance. Meanwhile, the influence of the two independent variables together on the dependent variables was tested using the F test. Thus, multiple linear regression analysis provides a comprehensive picture of the relationships between variables in the study and becomes the basis for drawing scientific and objective conclusions. Conceptually, multiple linear regression analysis aims to form a mathematical equation that can be used to predict the value of dependent variables based on changes in independent variables. The equation usually consists of a constant and a regression coefficient, where the constant indicates the value of the dependent variable when all independent variables are zero, while the regression coefficient indicates the direction and magnitude of the influence of each independent variable on the dependent variable. If the coefficient is positive, then the relationship that occurs is unidirectional, meaning that the increase in the independent variable will be followed by the increase in the dependent variable. On the other hand, if the coefficient is negative, then the relationship that occurs is in the opposite direction.

**Table 4.** Multiple Linear Regression Analysis

| | **Unstandardized Coefficients** | | | | |
|---|---|---|---|---|---|
| | **B** | **Std. Error** | **t** | **Say.** | |
| (Constant) | 21,624 | 6,484 | 3,335 | 0,002 | |
| x1 | 0,127 | 0,203 | 0,625 | 0,535 | **Insignificant** |
| x2 | 0,382 | 0,181 | 2,117 | 0,040 | **Signifikan** |
| **R** = 0.466<br>**R Square** =0,217<br>**R Square (adj)** = 0,183 | | **Calculation** = 6,506<br>**Sig** =0,003 | | | **Signifikan** |

The regression model obtained from the table above is:

$$\boldsymbol{Y = 21.624 + 0.127X1 + 0.382X2}$$

H1: Based on the results of the multiple regression analysis test analysis, the Influence of Talent Management on Employee Performance does not have a significant effect on Employee Performance.

Because the result of Sig 0.535 while the t-value$_{of}$ 0.625 can be concluded that Sig 0.535 is greater than 0.05, the Influence of Talent Management on Employee Performance is not significant. Although there is a positive influence, the influence is weak and not statistically proven. So improving talent management does not necessarily improve employee performance.

H2: Based on the results of the multiple regression analysis test analysis, the Influence of Human Resource Audit on Employee Performance has a positive and significant effect on Employee Performance.

Because the result of Sig 0.040 while the t-value$_{is}$ calculated as 2.117, it can be concluded that Sig 0.040 is smaller than 0.05, the influence of Human Resources Audit on Karywan Performance is significant. The better the HR audit (supervision & evaluation), the employee performance will improve significantly.

H3: Based on the results of the multiple regression analysis test that the Influence of Talent Management and the Influence of Human Resource Audit on Employee Performance together have a significant effect on Employee Performance.

Because the result of the F value$_{of}$ 6.506 while Sig 0.03 can be concluded that the value of F$_{is}$ 6.506 is smaller than 0.05, the Influence of Talent Management and Human Resource Audit on Career Performance has a significant effect even though individually only the Human Resource Audit is strong.

Based on the results of multiple linear regression analysis, an R value of 0.466 was obtained, which shows that there is a sufficient relationship between the variables of Talent Management (X1) and Human

Resources Audit (X2) on Employee Performance (Y). This value indicates that the two independent variables have a relationship that is currently affecting employee performance.

The R Square ($R^2$) value of 0.217 shows that the variables of Talent Management and HR Audit are simultaneously able to explain 21.7% of the variation in Employee Performance. While the remaining 78.3% was influenced by other variables outside the study, such as work motivation, leadership, compensation, and work environment. This shows that although both variables have an influence, there are still other factors that are more dominant in determining employee performance.

The Adjusted R Square value of 0.183 indicates that after adjusting for the number of variables and research samples, the model's ability to explain dependent variables decreased slightly to 18.3%. This shows that the regression model used still has limitations in explaining employee performance as a whole.

In addition, in the Change Statistics section, a Change Sig. F value of $0.003 < 0.05$ was obtained, which shows that simultaneously partial variables are significant to performance.

## DISCUSSION

### The Influence of Talent Management on Employee Performance

Based on the results of regression analysis processed using IBM SPSS Statistics, the Talent Management variable (X1) has a positive coefficient of 0.127, but does not have a significant effect on Employee Performance (Y), which is shown by a significance value of 0.535 (> 0.05). This shows that the improvement of talent management has not been able to have a real impact on improving employee performance in this study.

Theoretically, talent management is an important strategy in human resource management that aims to improve employee competence and productivity. According to Edy Sutrisno (2019), effective human resource management through talent development will improve the performance of individuals and organizations. In addition, Collings and Mellahi (2009) in the Human Resource Management Review stated that talent management plays a role in creating a competitive advantage through the management of high-potential employees.

However, the results of this study are not entirely in line with this theory. This can be caused by the implementation of talent management that is not optimal, such as the lack of training programs, the lack of a clear career development system, and the lack of identification of superior talent in the organization. Thus, although in theory talent management has an influence on performance, in practice it has not made a significant contribution.

### The Influence of Human Resource Audits on Employee Performance

Based on the results of the analysis, the Human Resources Audit variable (X2) has a coefficient of 0.382 and has a positive and significant effect on Employee Performance, with a significance value of 0.040 (< 0.05). This shows that the better the implementation of HR audits, the better the employee performance.

Theoretically, HR audit is a systematic evaluation process of human resource functions to ensure the effectiveness and efficiency of the organization. According to Malayu S.P. Hasibuan (2017), the supervisory function in HR management is very important to improve employee discipline and performance. In addition, Dessler (2020) in Human Resource Management states that HR audits help organizations improve performance through continuous evaluation and improvement.

The results of this study are in line with this theory, where HR audits are proven to be able to increase compliance with work procedures, improve organizational systems, and encourage employees to work more optimally. Thus, HR audits are an important factor in improving employee performance in this study.

### Simultaneous Influence on Employee Performance

Based on the results of the partial test (t-test), it is known that the Talent Management variable (X1) does not have a significant effect on Employee Performance, while the HR Audit variable (X2) has a significant effect on Employee Performance. This shows that individually, only HR Audits have a real influence on improving employee performance.

Theoretically, employee performance is influenced by various factors, both from development and supervision aspects. According to Anwar Prabu Mangkunegara (2017), employee performance is influenced by ability, motivation, and work environment. In this case, HR audits act as a control mechanism that is able to improve work discipline and effectiveness, thus having a direct impact on performance.

Meanwhile, talent management that functions as development has not shown significant results because it is likely that it has not been implemented to the maximum. Therefore, in this study, HR audit is a more dominant variable than talent management in influencing employee performance.

Based on the results of the analysis and discussion, it is concluded that human resource audits have a stronger and more significant influence on employee performance than talent management. This shows that in the context of this study, the supervision and evaluation function is more effective than the human resource development function which has not been optimally implemented.

**CONCLUSION**

Based on the results of the research and discussion on the Influence of Talent Management and Human Resource Audit, the following conclusions can be drawn.

1. Talent Management on Employee Performance is not significant. The results were tested from the results of multiple linear regression where, although the company already has efforts in talent management, the implementation is not strong enough to improve employee performance in real terms.
2. The Influence of Human Resources Audits on Employee Performance is proven to have a positive and significant effect on employee performance, where the better the HR audit carried out by the company such as evaluation, supervision, and follow-up, the employee performance will also improve.
3. Talent management and HR audits together have a significant effect on employee performance. However, from the results per variable, HR audits are more dominant than talent management in influencing performance

**RESEARCH IMPLICATIONS**

This research provides the implication that talent management and human resource auditing have an important role in improving employee performance. Theoretically, this research strengthens the concept that effective human resource management can increase organizational productivity. Practically, companies need to improve talent development and conduct regular HR audits to evaluate and improve existing systems. In addition, in terms of policy, companies need to develop strategies and rules that support the continuous improvement of employee competence, motivation, and performance.

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