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Factors Affecting Talent Manager Performance: Study on the Food Manufacturing Industry in the Cikarang Industrial Area, West Java

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Abstract. This study purposes to analyse and develop the factors that affect talent managers' performance (Study on the food manufacturing industry in the Cikarang industrial area, West Java). The research design taken is a causal study that explains the relationship between variables and descriptive analysis that explains the data from the indicators and each variable's dimensions. The research object included 14 companies in the food processing industry with a sample of 269 talent managers. The research data is in the form of primary data obtained from filling out questionnaires by respondents. The analytical method used is descriptive statistics, namely percentage, average, and chi-square, using SPSS software and Structural Equation Modeling (SEM) utilize LISREL software. The results of the descriptive study concluded that organizational culture is good. However, organizational culture has not been fully implemented in managing human resources, especially talent managers, because there is still a decentralization process in each different department. Hence, the talent manager's performance is relatively good except for the reservation and reservation dimensions, standards for measuring talent performance. The conclusion of this study states that the proposed research model has not been proven to be successful. The novelty element of this study cannot prove all the hypotheses that have been established as a research model, therefore it can be seen from two sides, namely the academic side by looking at the results of research that reject the hypothesis (anomaly), namely: organizational culture has no effect on job satisfaction. talent manager, organizational culture

does not affect HRM, transformational leadership does not affect talent manager performance, and HRM does not affect talent manager performance. The practical side of this research's novelty element is the conservation dimension of the talent manager performance variable, namely the attitude or activity of maintaining work peace, protecting or maintaining work facilities and infrastructure, which is an element of novelty that rejects what should be, likewise with the exciting dimension of transformational leadership, namely the process of stimulating subordinates to think creatively and innovatively.

Keywords. HRM, Transformational Leadership, Organizational Culture, Job Satisfaction, Performance, Talent Manager

1. Introduction

Companies need to assess the presence of talent managers as an important asset from the human resource side in an effort to develop business, including increasing company profits. Even so, talent managers still have weaknesses that result in disruption of performance as the final form of carrying out their obligations.

As a first step, a number of studies have been undertaken in an effort to examine the problems holding up talent managers. In this study, talent manager is applied to employees who have managerial positions starting from the lowest managerial position (supervisor level) to the top-level manager position (senior manager level) [1].

Based on the performance appraisal in the form of KPI (Key Performance Indicators), it is known that determining the criteria for a person as a talent manager can be seen from various indicators, namely:

Table 1. Talent Manager Criteria [2, 3]

No	Criteria	Explanation
1	Internal Assessment	Talent manager assessment is related to performance on an annual basis, once every 12 months.
2	External Assessment	Assessment using an assessment agency or assessment center consultant paid for by the company.
3	Talent Manager Selected from Internal	Taking from the environment within the company and usually from the start-up career from below.
4	Compensation/ Remuneration Strategy	Wages use various methods, namely system merit and header wages.
5	Incentive Strategy	Incentive Strategy
6	Facility Strategy	Strategies attached to the position of talent managers (vehicle facilities, housing, communications).
7	Evaluate Talent Manager	Talent managers are carried out by job analysis and job evaluation from their educational background.
8	Job Analysis and Evaluation	For talent managers, job analysis and job evaluation are carried out from the quantity of linear work experience.
9	Professional Certificate	The talent manager has a related professional certificate.

The efforts of company management to nurture someone as a talent manager are carried out well so that job satisfaction increases so it will also improve the performance of the talent manager and become any of the factors for escalating company performance.

Based on the results of interviews related to financial and non-financial satisfaction, it is known that efforts to increase job satisfaction, especially for talent managers, are carried out by paying attention to financial and non-financial compensation.

There are always problems faced by talent managers at work, as well as for talent managers who have managerial positions. Although the company has made efforts in determining the criteria for a person to be a talent manager, as well as efforts to increase job satisfaction, researchers conducted a pre-study to find problems faced by talent managers related to their performance. The determination of the talent manager involved in this pre-research was submitted to the company management to justify it [4].

Furthermore, researchers can be allowed by companies involved in this pre-research to give permission to the talent manager level to provide input on problems that still hinder their daily work, including the management situation, infrastructure and the attitude of the talent manager.

Based on the results of filling in a semi-closed form to be filled in by talent managers regarding any deficiencies that are known and felt by those who have an impact on their performance, there are 6 summary results that have been collected from a number of respondents who are the same as the companies selected when determining a problem phenomenon for the Talent Manager. The companies selected were food producers in the Cikarang industrial area, West Java. The selection of the food manufacturing industry in this study because it has several peculiarities as follows:

1. Selling finished goods, namely food products that are ready for consumption
2. Has a form that physically has limitations for the period of time of consumption (expire date)
3. Product inventory must be JIT (just in time) because it affects production activities and the ability of competent talent managers in the food supply chain is any of the main keys
4. The food industry or food manufacturing is currently a national strategic industry, especially in the face of the current pandemic as a support for basic (primary) needs.
5. Another characteristic thing is that you must have a BPOM permit and halal certification from the MUI (Indonesian Ulema Council)

The problems that are still being discovered through pre-research include the following:

Table 2. List of Problem Phenomena

No	List of Problems
1	Superior leadership has not become a role model as an ideal leader. Leaders still have shortcomings related to supervision of subordinates as one of their main tasks and are not able to work efficiently.
2	Human resource management has not worked optimally in accordance with its function, there are still relatively many shortcomings. Among these shortcomings are the process of recruiting new talent managers, a reward-punishment system, and wages that make talent managers always behave pessimistic.
3	The expectations to be achieved have not been fulfilled, such as the number of wages for the large responsibility for the task. Most of the talent managers have not felt their desires have been fulfilled related to inappropriate wages, large duties and excessive responsibilities.
4	The work location is difficult to reach from the place of residence so it requires a lot of effort and money. Because the location of the work is in an industrial area in the Cikarang area while some live outside the area and even outside Cikarang it results in high financial and non-financial costs.
5	The company's progress related to productivity, innovation, market share and sales has been stable. As one of the pessimists, some are responsive because they think that competitors' products are more advanced, while the company's products are experiencing a slowdown in growth.
6	The performance of talent managers is felt to have increased insignificantly because they began to experience fatigue and burnout. As a result of the remote

No	List of Problems
	location of the company where you work, as well as boredom in work routines, performance is stagnant.

The pre-survey implementation for filling out the semi-closed questionnaire by the Talent Managers was carried out over a period of 10 working days starting March 3 - March 13, 2017. The pre-survey results explicitly and implicitly show that with regard to transformational leadership, there are indications of problems, especially in boss-subordinate relationship that seems rigid. Second, related to HRM, there are indications of problems, especially in terms of recruitment, reward systems, and coaching. Third, in terms of organizational culture, there are indications of work culture problems with different backgrounds of talent managers and leaders. Fourth, job satisfaction shows a problem because the expectations of the talent manager at work have not been fulfilled. Furthermore, the performance of talent managers indicates a problem because they feel boredom in their daily work and there is a lack of increased innovation in completing tasks.

Based on the phenomena that occur, in this study the performance of the talent manager acts as the dependent or dependent variable. Other variables, namely Transformational Leadership, HRM, Organizational Culture and Job Satisfaction have a role as independent or independent variables.

2. Literature Review

2.1. Talent Manager

Talent manager performance is the process of a job that has a robust link with the organization's strategic aim, customer satisfaction and makes an economic donate throughout a definite period of moment [5, 6]. According [7, 8], talent manager performance is how a talent manager has worked compared to predetermined targets.

Another opinion, based on the summary results of performance studies, the important elements that influence performance are: a) Personal factors is contains knowledge, skills, abilities, motivation, and self-confidence, b) Leadership factors contain a quality in providing impulse, enthusiasm, guide, and espouse supplied by an upper leading level, c) Team Factors, include quality of sustains and enthusiasm letting by colleagues, belief in the team, unified and team cohesiveness, d) System Factors, include methods of work, job facilities supported by the organization, processes within the organization, organizational culture, e) Environmental factors include emphasis and transformations in internal and external aspects [9]. According to this research, the talent manager use the dimensions of the performance, and talent management will construct on five dimensions, i.e., job quality, job quantity yields, presence, conservation, and achievement-oriented [10].

2.2. Transformational Leadership

Northouse, states [11] that leadership is not in line or one-way but interactive. Leadership is influence; this has to do with how leaders influence followers, sans impact, leadership will not abide. Leadership occurs in the cohort, where the cohort become the context in which leadership plays a role. Distinguishes leadership into two types, namely transactional and transformational leadership. Transactional leadership is the leader making an agreement about what things are done by subordinates and promising what rewards will be obtained when this is achieved (contingent reward) and the leader monitors the deviation from the predetermined standard and takes corrective actions for the deviations that occur both regularly. active or passive. Meanwhile, transformational leadership is a way in which the leader and his subordinates strive

to achieve a higher extent level of morality and motivation, trying to build the consciousness of their subordinates by calling for big ideals and high morality such as glory, togetherness, and humanity [12, 13].

2.3. HR Management

The results of the study by Brito and Lucia, [1] regarding the dimensions of HRM from various studies, various dimensions. First, human capital (Human Capital), namely the relationship between talent managers, superior-talent manager relationships, change of talent managers, problems due to talent managers leaving the company, difficulties in assessing the impact of decisions. Second, learning culture, continuous learning opportunities, dialogue, collaboration and teams to learn, systems for capturing learning needs, developing vision and mission, and strategic leadership. Third, knowledge management, which is an informal way of communicating, a horizontal hierarchical structure, teamwork, leadership quality, support from senior management. Fourth, learning orientation, which is how strong the company's commitment to learning, shared vision, and open mindedness (open minded). Fifth, organizational values (Organization Values), namely respect for stakeholders, entertainment / pleasure for talent managers, competence and a sense of prestige.

Referring to the dimensions in HRM, and adjusted to this study, namely the talent manager, the dimensions used in the HR management construct refer to the concepts described in previous empirical studies, namely HR planning, recruitment, training and development, work performance, compensation, and occupational safety and health [1, 14, 15].

2.4. Organizational Culture

According to McKenna and Beech, (2000) organizational culture is the values, beliefs, attitudes and behaviors held by organizational members [15]. Keitner and Kinicki (2005) argue that organizational culture is a establish of the supposition, is accepted by a cohort, and ensures how the cohort sense, opines, and reacts to its various environments [16]. Organizational culture is a basic assumption developed by a group of leaders to solve problems, adapt to the external environment, and integrate properly to solve problems, therefore it is taught to new members in the right way [17].

2.5. Job Satisfaction

Job satisfaction does not necessarily affect work performance. Although there is often a positive link betwixt high job satisfaction with high job performance. In reality in the world of work, this relationship is not always the case. Many talent managers have high job satisfaction but their work productivity is average, so it seems that job satisfaction itself is not a strong motivator [18, 19].

Furthermore, based on the dimensions of talent manager job satisfaction that have been namely responsibility, the perceived size and size of the talent manager. Second, advancement, the possibility of a talent manager being able to advance in his job. Third, the achievement (achievement), the size of the talent manager to achieve high work performance. Fourth, recognition, big or small the recognition given to talent managers for their performance. Fifth, the work itself (work itself), the size of the challenges for talent managers from their jobs [4, 20, 21].

3. Research Methodology

3.1. Research Design

The research design applied is both with exploratory and descriptive study designs. Descriptive research purposes of adding a sketch of the values of a variable according to the data that has been analyzed, while an explanatory study is a kind of research that goals to confirm the link and impact betwixt variables base a hypothesis testing.

3.2. Data Collection

The novelty of research can be seen from various aspects, including the novelty of data, analytical tools, analytical approaches and research models. Based on the data, the research was conducted at food manufacturing companies in the Cikarang industrial area, West Java, as one of the largest industrial estates in Southeast Asia, involving 14 private or foreign-owned companies or joint ventures. The research model proposed starts from empirical data generated from pre-research that contains problem phenomena and is related to research variables. Both of these are novelty or originality in this study [22].

Data collection is done by determining the object of research first. The object in this study is a group of processed food industry companies in the Cikarang industrial area, West Java. The industrial area in Cikarang was chosen because it is one of the largest manufacturing industrial areas in Southeast Asia. The unit of analysis in this research is the talent managers as a population, namely employees who have managerial positions from the lowest level (first-line) such as supervisors to the middle level who according to the leadership have talent in the position [23].

Table 3. List of Companies to be Research Objects

No	Company name	Respondent
1	PT YI (MyRoti) Join Venture AP	40
2	PT MCLEI Support YB	13
3	PT NIC (SR)	6
4	PT East JKT IP Groups	30
5	PT JKT SFoods	16
6	PT MIndo Food	12
7	PT ClpsIndonesia	20
8	PT BFI (Sebelumnya Mchys Indonesia)	10
9	PT MIDIUI	17
10	PT FBMI	9
11	PT SC	17
12	PT Neslindonesia	24
13	PT Mdls Indonesia	27
14	PT ISM	28
Total		269

The table above is a food-beverage processing industry company registered with Apindo, Bekasi Regency for the Cikarang area in 2017 that is willing to cooperate in this research and is the company that is the object of this study.

Since the number of talent managers is uncertain, the sample size of talent managers who were respondents was determined according to the rules of the LISREL software. Structural Equation Modeling analysis using LISREL software requires a minimum of 200 respondents and a maximum of 300 respondents. The number of talent managers for each company depends on or the judgment that can be determined by the company management [24, 25].

Based on the population of talent managers, the number of samples required and the sampling technique chosen is judgment sampling. The questionnaire was filled in by 269 respondents as

talent managers, but specifically for filling in questions related to the performance of the talent manager, questions were asked and the questionnaire was submitted to the respondents' direct supervisor. The data collection time is carried out in June-July 2017.

3.3. Research Questionnaire

There are a number of indicators used as a measuring tool for each dimension in the variables in this study. The indicators used are included in the questionnaire which is the instrument of this study. All indicators refer to several previous scientific studies conducted by [10, 26] to measure the talent manager construct; to measure transformational leadership construct [11, 27, 28]; to measure the construct of organizational culture [27-29]; to measure the construct of job satisfaction [21, 30, 31]. In addition, to measure the HRM construct [1, 14, 15].

4. Result and Discussion

4.1. Profiles Respondent

Of the total 269 respondents who matched the research criteria, it was shown that the majority of respondents had a bachelor's degree (77.3%), were married (96.7%), had worked for more than four years (34.2%), had positions as managers low level (46.1%), and the majority came from PT YI (MyRoti) Join Venture AP (14.9%).

Furthermore, the analysis through the measurement model test brought out on all constructs (the link betwixt latent variables and observed variables) aloofly thru valuation of construct validity and construct reliability. The results displayed are only the yields of the last test that resulted in all significant relationships. Test measurement model to determine the validity and reliability of the link betwixt latent and observed variables.

In the validity test process, the value of the t distribution of each factor loading of the latent variable for each observed variable is significant if the value is above the critical value of 1.96 (obtained from alpha 5% for the 2-party test using the table distribution t). In the reliability test process, the CR (Construct Reliability) and VE (Variance Extracted) formulas are used. The CR value must be > 0.7 while the VE value must be above 0.5 [24, 25, 32].

Table 4. Validity and Reliability Test Results

Constructs	Indicator	Factor Loading	Cronbach Alpha	CR	AVE	Results
MSDM	Y1	0.78	0.926	0.817	0.544	Valid & Reliable
	Y2	0.63				
	Y3	0.81				
	Y4	0.66				
Transformational leadership	Y5	0.70	0.907	0.807	0.516	Valid & Reliable
	Y6	0.73				
	Y7	0.66				
	Y8	0.77				
Job Satisfaction Talent Manager	Y9	0.69	0.894	0.850	0.540	Valid & Reliable
	Y10	0.60				
	Y11	0.84				
	Y12	0.61				
	Y13	0.93				
Talent Manager Performance	Y14	0.66	0.937	0.781	0.503	Valid & Reliable
	Y15	0.74				

Constructs	Indicator	Factor Loading	Cronbach Alpha	CR	AVE	Results
Organizational culture	Y16	0.66				
	Y17	0.65				
	X1	0.83	0.897	0.822	0.542	Valid & Reliable
	X2	0.83				
	X3	0.63				
	X4	0.63				

4.2. Evaluation of Research Model

The evaluation of the model in this study utilizes the confirmatory factor analysis (CFA) valuation. This aims to see whether the model in this study has acceptable validity and reliability constructs or vice versa, and this test also aims to see the goodness of fit of the model. The CFA results show that all indicators used to quantify every variable are evident valid with a factor loading ≥ 0.60 and each construct has an average variance extracted (AVE) score yields ≥ 0.50 , and also all Cronbach alpha values ≥ 0.60 , and the score of construct reliability (CR) > 0.7 in all research variables. These results confirm that the full model suggested in this study is feasible to use [24, 33, 34]

4.3. Research Hypothesis

The results in this study show the test of the effect of each hypothesis. The structural model test was carried out between latent variables in the research model after using field data using LISREL. Practitioners describe a real problem into a building using specific parameters that are boundaries in the form of shape, structure, content, and meaning to become a model in the decision-making process [35]. The following computer output is a hybrid image which states, the magnitude of the influence between latent variables and between latent variables and the observed variables, and the t distribution value to state whether the influence is significant or not. The following are the findings obtained in this study, and are summarized in the table below:

Table 5. Hypothesis Test Results

Hypothesis		Regression Coefficient	t-value	Decision
H ₁	: Transformational Leadership has a positive impact on Talent Manager Performance.	0.22	0.47	Not supported
H ₂	: HRM has a positive impact on Talent Manager Performance	0.06	0.11	Not supported
H ₃	: Organizational Culture has a positive impact on Talent Manager Performance	0.45	3.55	Supported
H ₄	: Job satisfaction has a positive impact on Talent Manager Performance.	0.42	3.37	Supported
H ₅	: Organizational Culture has a positive impact on Job Satisfaction of Talent Manager	0.14	0.93	Not supported
H ₆	: Organizational Culture has a positive impact on Transformational Leadership.	0.83	5.77	Supported
H ₇	: Transformational leadership has a positive impact on HRM.	0.98	2.42	Supported

	Hypothesis	Regression Coefficient	t-value	Decision
H ₈	: Organizational culture has a positive impact on HRM.	0.06	0.35	Not supported
H ₉	: Transformational Leadership has a positive impact on Job Satisfaction of Talent Manager.	0.42	4.29	Supported

Figure 1. The value of the t distribution of each regression coefficient

Table 5 and Figure 1 show that there are four unsupported hypotheses ($t\text{-value} < 1.96$) where organizational culture has no impact on job satisfaction of the talent manager; organizational culture has no impact on HRM; transformational leadership has no impact on talent manager performance; and HRM has no impact on the performance of talent managers. Meanwhile, there are five supported hypotheses ($t\text{-value} > 1.96$) in which organizational culture affects transformational leadership; organizational culture affects the performance of the talent manager; job satisfaction affects the performance of the talent manager; transformational leadership affects HRM; and transformational leadership affects job satisfaction.

Based on Figure, shows the direct and indirect effects between variables, as well as the t -value of each path. The impact of organizational culture on job satisfaction will be more influential if mediated by transformational leadership with an indirect effect of 0.35. second, the impact of organizational culture on HRM will be more influential if mediated by transformational leadership with an indirect effect of 0.81. Furthermore, organizational culture's impact on performance is not more influential if HRM mediates it with the amount of indirect influence of 0.0486. Meanwhile, organizational culture's impact on performance is not more influential if it is mediated by transformational leadership and job satisfaction with the magnitude of the indirect effect of 0.18 and 0.06, respectively.

Based on the yields of the analysis of the influence between variables, several findings need to be discussed where organizational culture does not influence the job satisfaction of the talent manager; organizational culture does not affect HRM; transformational leadership does not

affect the performance of talent managers, and HRM does not affect the performance of the talent manager.

Meanwhile, there are five supported hypotheses ($t\text{-value} > 1.96$) where organizational culture has a significant impact on transformational leadership; organizational culture affects the talent manager's performance; job satisfaction affects the talent manager's performance transformational leadership affects HRM, and transformational leadership affects job satisfaction.

Conceptually, the planning, implementation, and control of all talent managers are regulated in HRM so that one of the goals is that the optimal performance of the talent manager can be achieved. The preliminary data of this study also show that there are problems with the quality of HRM and Talent Manager's performance. It is also complemented by several previous research results that state that HRM affects talent managers' performance, which will reinforce the statement that HR affects Talent Manager performance.

Furthermore, a boss who supervises his subordinates in a transformational way will be more accepted by his subordinates when compared to a transactional way, although it depends on the type of company itself. Transactional leadership can be more appropriately applied to certain industries. Talent Manager certainly needs to be nurtured and led through transformational leadership. In this way, both senior managers and directors need a more conceptual approach to dialogue rather than command.

Transformational leadership, which has been appropriately implemented, will play a small role in subordinates' work process, but the talent manager's performance remains high because the talent manager can be more independent in terms of both skills and motivation in doing his job. Excessive manager roles will show the poor quality of subordinates. The role of the talent manager can be focused more on a more strategic job.

Human resource management practices in the food manufacturing industry are dominated by machine processes, strict quality standards for the input of raw materials with all the rules in the SOP, as well as process quality standards so that products comply with applicable regulations, the process of packaging and packaging products as output, and storing goods. And distribution. Because of this form of a work process, managers focus more on job success than understanding whether organizational culture has played a role in their work.

As has been explained, that organizational culture was created by the founding fathers in the organization so that the organization runs well through the people who work in the organization. The suitability between the organizational culture that is the basis for the association of talent managers with what the talent manager hopes will impact job satisfaction. Aspects of organizational culture should be formally established and practiced by all people, not only leaders but all. If done consistently, the employee's attitude and behavior will be familiar with the culture being applied.

However, there is always a significant or insignificant difference between theorized and reality. Turning in and out of employees, weak coaching, low job satisfaction can result in the deterioration of some talent managers' attitudes and behavior who deviate from the organizational cultural values that should be used as a basis for behavior. Job satisfaction or job dissatisfaction with talent managers is not significantly influenced by organizational culture, other aspects more influence them. Therefore, some of the results of previous studies are inconsistent with the results of this research.

5. Result and Discussion

In the companies studied, employee performance measurement standards, especially talent management, vary from one person to another. The talent manager's assessment of the

indications of problems that had been put forward at the outset was not proven because it turned out that everything they found was promising.

In assessing the performance of the conservation element, it was found that the talent managers were less active in maintaining the infrastructure in their work environment. In terms of the quality of transformational leadership, there is an element of stimulation given by superiors to talented managers who have not felt optimally. As for applying transformational leadership that has not been cultured, this is due to the not yet implemented decentralization system in each department.

Human resource management practices that are transformed to be fully implemented by the company are related to job satisfaction. The talent managers are satisfied with their work. However, the management response in anticipating internal changes needs to be prioritized for improvement from the responsive side. Regarding organizational culture, it has not been fully implemented in managing human resources, especially talent managers. This is since there is still decentralization in each of the different departments.

Organizational culture has not been able to be implemented in HR Management and job satisfaction because transformational leadership has not been optimally manifested in talent managers' performance. This is because transactional leadership is still inherent in organizational culture, so it is not easy to change transformational leadership.

Meanwhile, a mechanistic organizational structure with a rigid and firm line of command hierarchy from top to bottom will be a challenge in itself. When the structure shifts to an organic (flexible dynamic) structure, the talent manager employees' performance measurement standards differ from one department to another. In this condition, organizational culture has not been maximally applied in managing human resources, especially talent management, because the decentralization process in each department in each company is different.

HR Management has not been fully implemented in realizing the performance of talent managers because the initial process of recruiting and developing employees, especially for talent managers, is already good. However, even though this process has been carried out according to the procedure when the talent managers are placed in their respective sections, their performance is still not shown optimally. This is what does not usually happen in manufacturing companies (Japanese companies) to happen.

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