

## THE EFFECT OF TALENT MANAGEMENT AND WORKLOAD ON EMPLOYEE JOB SATISFACTION

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### ABSTRACT

Talent management is very important for organizations to be able to find the right people to carry out their work so that organizational performance will increase. Workload is one of the factors that will affect the performance of employees and organizations. This study aimed to determine the effect of talent management and workload on the job satisfaction of employees of the Regional Office of the Directorate General of Treasury, Ministry of Finance, Riau Province, either partially or simultaneously. Respondents in this study amounted to 40 people using the saturated sampling method (census). The data used are primary data and secondary data. The sampling technique in this study used a nonprobability sampling approach with saturated / census sampling techniques. The data analysis method used is a quantitative descriptive analysis with multiple linear regression. The results of the study show that talent management partially affects employee job satisfaction, as well as workload partially also affects employee job satisfaction. Simultaneously talent management and workload influence the job satisfaction of employees of the Regional Office of the Directorate General of Treasury, Ministry of Finance, Riau Province. The magnitude of the effect is 67.1% while the remaining (32.9%) is influenced by other variables not examined in this study.

**Keywords:** talent management, workload, job satisfaction

### INTRODUCTION

Human resources have a very strategic role from time to time in running the wheels of organizational activities because human resources are an entity that carries out the management function in an organization to achieve what is the vision, mission, goals, and objectives set by the organization. In facing competition, organizations are required to have reliable and qualified human resources to carry out organizational operations. Staffing staff is one of the most important human resources for the successful implementation of operational activities, so agencies must be able to maintain it.

One way to maintain human resources is to pay attention to job satisfaction. According to Hasibuan (2013) Job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline, and work

performance. Job satisfaction is enjoyed in work, outside work, and a combination of the two.

The Directorate General of Treasury-Direktorat Jenderal Perbendaharaan (DJPB) is one of the Echelon I under the Ministry of Finance of the Republic of Indonesia which has the task of organizing the formulation and implementation of policies in the field of budget execution, as a government agency that acts as an organizer of budget formulation and implementation policies, the Regional Office of DJPB Riau Province has a major problem, namely regarding employee job satisfaction. However, based on observations, job satisfaction in the Provincial DJPB Regional Office in this case is reported on the website [djpb.kemenkeu.go.id](http://djpb.kemenkeu.go.id) there are current issues, among others, one of which is the increase in soft and hard competencies of employees. In the Ministry of Finance, there are many tasks and functions, so all employees must follow the standardization set by the agency. So the cause of decreased employee satisfaction is because some employees are not competent and understand the tasks assigned. From several issues and data phenomena obtained that cause decreased employee job satisfaction at the Riau Province DJPB Office.

In the development of talent management studies, we can find several theories that emerged before the 1990s. Meyers, van Woerkom, Paauwe, and Dries (2020) citing mental model theory (Kenneth Craik, 1943) propose that an individual's cognition will influence perspective and action. Jayaraman, Talib, and Khan (2018: 2) cite the resource-based view (Barney, 1991) as a business strategy that focuses on developing resources that can add to a business's bottom line.

Furthermore, The need to pay attention to effective talent management strategies for organizations in meeting employee job satisfaction so that employees stay with the company (Yani & Saputra, 2023). According to Talent management is an overall process from recruitment, placement, to employee development and succession planning (Lewis dan Heckman 2006).

Regarding Talent Management, it has been regulated by the Regulation of the Minister of Finance of the Republic of Indonesia Number 161 / PMK.01 / 2017 concerning Talent Management regarding the internalization of talent management management as stipulated in this ministerial regulation, all leaders of Echelon 1 units

within the Ministry of Finance need to immediately implement Talent Management within each Echelon 1 organizational unit.

Talent Management in the Regional Office of DJPB Riau Province is a program from the center. From the statements of several employees, it is true that the program is implemented in the Regional Office of DJPB Riau Province. Selected employees have been filtered by superiors and meet the expected competencies plus the assessment is seen from the employee's assessment while working at the Regional Office of DJPB Riau Province.

From the statement of one of the employees selected to take part in Talent Management, namely Mr. Prasetyo, the Talent Management program was attended by 80 Regional Office employees from all over Indonesia and the process lasted for 3 days. Starting with psychological tests, academic tests and finally taking a problem solving test. In the last stage, several tasks were given according to the competencies expected by the agency and told to complete the task.

From the information obtained, Talent Management does not conduct training and only takes several tests and employees who pass according to what the agency wants will be promoted. There are some employees who pass according to competence who are not ready and do not want to finally employees who are assigned according to their fields are forced to carry out the job descriptions that have been given, the job descriptions received become a burden for employees because they are forced to do the job and employee satisfaction in doing the job decreases due to force.

According to Safari et.al, (2014) confirmed that there are common indicators between talent management and job satisfaction. Talent management components have a positive impact on job satisfaction. In carrying out the role of company policy, competent employees are needed so that it must be ensured that employee development through talent development is carried out with good planning and strategy (Fauziah and rachmawati, 2021). Job satisfaction is considered the right measure to evaluate an organization's success or failure in implementing talent management.

In addition to Talent Management, Workload is important in increasing employee job satisfaction. When a person feels satisfaction at work, he or she will try as much as possible with the specified ability to complete job tasks. Employees of the Regional Office of DJPB Riau Province get different workloads, resulting in a gap between

employees who get more workloads compared to employees who get light workloads, while the amount of compensation they receive is the same between employees who get more workloads compared to employees who get light workloads.

Mustapha & Wee (2013), job satisfaction is influenced by daily workload. Employees are more satisfied when they are given a lower workload. There is a relationship between workload and job satisfaction (Barahama et al., 2019). Lower job satisfaction was found with higher workloads in the study of Mansoor, et al (2011). In contrast to the results of Saputra research, it shows that workload has a negative and insignificant effect on job satisfaction (Saputra, 2021). Based on this background, this study aims to determine the effect of talent management and workload on employee satisfaction and the more dominant influence between talent management, workload on employee satisfaction at the Riau Province DJPB Office.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Afandi (2018: 74) Job satisfaction is a positive attitude of the workforce including feelings and behavior towards their work through an assessment of one of the jobs as a sense of appreciation in achieving one of the important values of work. Robbins (2016), "suggests job satisfaction is a general attitude towards one's job that shows the difference between the number of awards workers receive and the amount they believe they should receive".

According to Greenberg and Barron (2007), there are three ways to measure job satisfaction. First, Rating Scale and Questionnaire. The most commonly used approach to measuring job satisfaction is by using questionnaires where rating scales are specifically prepared. Using this method, people answer questions that allow them to report their reactions to their jobs. Second, Critical incidents. Here individuals describe events connected to their job that they find particularly satisfying or unsatisfying. Their answers are studied to reveal underlying themes. For example, if many workers mention work situations where they were treated harshly by supervisors or if workers praise supervisors for the sensitivity shown during difficult times, supervisory style plays an important role in their job satisfaction.

Sudaryo (2018: 92) states that to measure job satisfaction, namely, 1) Absenteeism. Employees with high levels of job satisfaction will have low levels of absenteeism, on the other hand employees with low levels of job satisfaction will tend to have high levels of absenteeism. 2) Desire to Transfer. It cannot be denied that one of the factors causing the desire to move is dissatisfaction in the current workplace. The causes of dissatisfaction can be as diverse as low income or perceived inadequacy, unsatisfactory working conditions, mismatched relationships, both with superiors and with coworkers, unsuitable work, and various other factors. 3) Employee Performance.

The definition of performance is the quality and quantity of work achieved by an employee in the ability to carry out tasks in accordance with the responsibilities given to him by his superiors. 4) Coworkers. Friendly coworkers, coworker cooperation or work groups are sources of job satisfaction for individual workers. Meanwhile, work groups can provide support, advice or suggestions to fellow coworkers. Coworkers are friends with whom a person constantly interacts in carrying out work. A person can find coworkers very pleasant or unpleasant. 5) Work comfort. In general, employees tend to be happier with the existence of a good and comfortable workplace office environment, so that the work efficiency of an organization can be achieved properly. A good work environment or physical infrastructure can help reduce boredom and fatigue for employees.

### **Talent Management**

According to (Barney, 1991) and Lewis & Heckman (2006), Talent Management is rooted in organizational resource theory, which states that sustainable competitive advantage is only possible for organizations that develop valuable, step, and hard-to-imitate resources. Talent Management focuses on how organizations can generate and retain these resources through their human capital.

According to Dixit and Arrawatia (2018) Talent management is a core functional unit of an organization that functions to increase employee productivity using human resource planning. Furthermore, Pella and Inayati, (2011: 82). Talent management is a process to ensure the company's ability to fill key positions for future leaders and positions that support the company's core competencies (unique skills and high strategic value).

According to Yarnall (2011: 4) Talent Management has several indicators, namely, first, selection. The first effort made by the company to obtain qualified and competent employees who will serve and do all the work in the company. Second, placement. Placement is a recommendation or decision to distribute candidates to different jobs based on a guess about the possibilities of candidates to succeed in each different job. Third, development. Development is the process by which employees in a company are helped in a planned manner to improve their abilities so that they can complete various tasks related to their future roles.

### **Workload**

Workload is the volume of work that is imposed on the workforce, both physical and mental, and is their responsibility. both physical and mental and become his responsibility. Every work is a burden for the perpetrators and each labor has its own ability to handle its workload as workload which can be in the form of physical, mental or social workload. A heavy worker, such as loading and unloading workers at the port, bears more of a physical burden than a mental or social burden. An employer, on the other hand, may be responsible for relatively much greater mental burden. As for social workers, they face more social burdens (Mahawati et al., 2021).

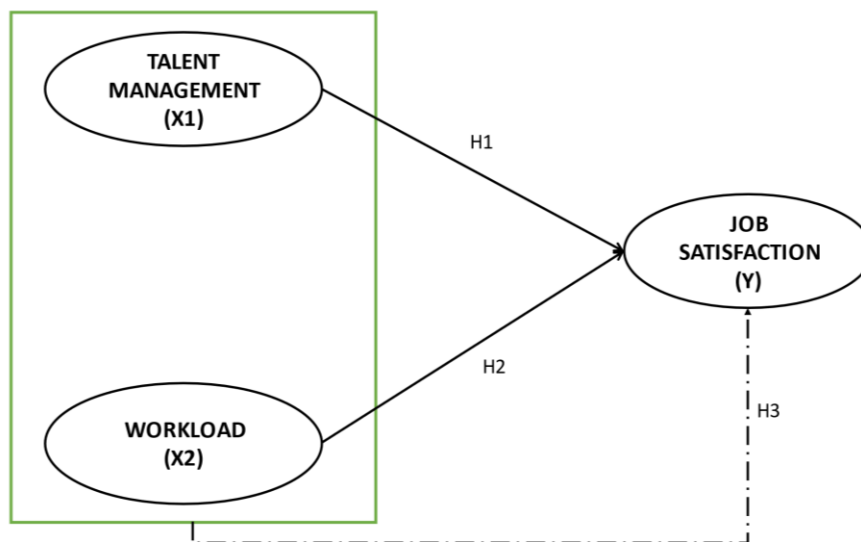
According to Sunyoto (2013) Workload is a workload that is too much and can cause tension in a person, causing stress. This can be caused by the level of expertise that is demanded too high, the level of work speed that is too high, the volume of work that is too much and so on. Workload analysis generally involves the following steps (Wardhana, Aditya, et al, 2021; Pavić, and Vujaković, 2019; Stanton, and Salmon, 2013) viz: identifying specific work tasks and responsibilities of the the job or group of jobs being being analyzed, determining the frequency and duration of each task or responsibility, evaluating the cognitive and physical demands cognitive and physical demands of each task or responsibility (Weigl, Weber, Tuchscherer, and Angerer, 2021), assess the resources available to complete the task, including time, staff, equipment, and training, analyzing workload data to identify potential workload issues and determine appropriate solutions appropriate solutions.

In the world of work, there are several indicators to determine how much workload an employee must carry. There are several indicators, among others: first, Work

conditions, which means how an employee understands the job well, the extent of the employee's ability and understanding of his work. second, Use of working time, where working time in accordance with the SOP will certainly minimize workload. However, if the employee is given a load that is not in accordance with the SOP standard time, the employee will burden the employee for the work delegated to him. third, Targets that must be achieved, namely work targets set for employees. set for employees. If there is imbalance between the target completion time implementation and the volume of work given, the the greater the workload felt by the employees (Koesomowidjojo (2017).

Based on the background and literature review, a model can be built as follows.

**Figure 1. Reseach Model**



### Hipotesis

Based on the research model, several hypotheses can be formulated, namely:

- H1: Talent Management affects employee job satisfaction at the Regional Office of the Directorate General of Treasury of the Ministry of Finance of Riau Province.
- H2: Workload affects employee job satisfaction at the Regional Office of the Directorate General of Treasury of the Ministry of Finance of Riau Province.
- H3: Talent Management and Workload affect employee job satisfaction at the Regional Office of the Directorate General of Treasury of the Ministry of Finance of Riau Province.

**METHODS**

This research is quantitative research, namely research based on the philosophy of positivism, used to research on certain populations or samples, data collection using quantitative / statistical data analysis research instruments, with the aim of testing predetermined hypotheses (Sugiyono, 2010). The sample of this research is all employees of the Regional Office of DJPB Riau Province as many as 40 people who are permanent employees. The sampling technique in this study used a nonprobability sampling approach with saturated / census sampling techniques. The data collection technique used was through observation to the Riau Province DJPB office, distributing questionnaires to 40 respondents and interviews with agency leaders. The data analysis technique uses Multiple Linear Regression and uses the SPSS program to measure job satisfaction variables (Y), talent management (X1) and workload (X2). Determining the value of the answer to each question in this study using the Likert Scale.

**RESULT AND DISCUSSION**

Based on the results of descriptive analysis, the characteristics of respondents show that gender is dominated by men by 60%, the remaining 40% are women. Respondents based on age were mostly over 40 years old by 51%, while the majority of respondents' education was at the D3 and D4 education levels by 61%, S2 level by 23% and the remaining S1 level by 3% and SMA by 10%. Respondents according to the length of service the majority are respondents who have worked for more than 7 years at 53%.

**Multiple Regression Analysis**

Based on the validity test, all research instruments are valid and reliable. Multiple linear regression tests are used to measure the strength of the relationship between two or more variables and to show the direction of the relationship between the dependent variable and the independent variable can be seen with the equation  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$ . The results of the multiple linear regression test can be seen below:

**Table 1. Multiple Linear Regression Analysis Test Results**

<b>Coefficients<sup>a</sup></b>					
	Unstandardized	Standardized			Collinearity
Model	Coefficients	Coefficients	t	Sig.	Statistics



	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	24.851	7.271	3.418	.002	
Manajemen_Talenta	1.175	.170	.703	6.913	.000
Beban_Kerja	.359	.158	.231	2.275	.029

a. Dependent Variable: Kepuasan\_Kerja

Source: Processed Data, 2023

Multiple linear regression results based on table 1, the regression equation is obtained as follows,  $Y = 24.851 + 1.175 X_1 + 0.359 X_2 + e$ .

**Partial Test**

Partial Test (t test) is conducted to determine the magnitude of the influence of the independent variables individually or partially on the dependent variable. Based on the regression test conducted (table 1), the following results that variable X1 (Talent Management) has a positive and significant effect on Employee Job Satisfaction of the Regional Office of the Directorate General of Treasury of the Ministry of Finance of Riau Province where t count (6.913) > t table (2.026) and significant (0.00) < (0.05) while for variable X2 (Workload) there is also a positive and significant effect on Employee Job Satisfaction of the Regional Office of the Directorate General of Treasury of the Ministry of Finance of Riau Province where t count (2.275) > table (2.026) and significant (0.029) < (0.05).

This means that talent management has a positive effect on job satisfaction because agencies have good ways and mechanisms for recruitment, selection and placement. So employees are satisfied with the programs set by the agency. The existence of these programs will improve employee skills and skills and will make it easier for employees to follow the competency standards set by the agency. This research is in line with the research of Rahman Amrullah and Hemina Ardyanfitri with the research title "Talent Management in Improving the Job Satisfaction of Education Personnel at UPN Veteran East Java" And in the research conducted, the calculated F value is 23.560 > 2.12 with the value of Ho rejected and Ha accepted, meaning that there is a significant influence between Talent Management on Job Satisfaction.

Based on the research results obtained that Workload has a positive effect on Job Satisfaction of Employees of the Regional Office of DJPB Riau Province. It can be seen

that  $t$  count (6.913) >  $t$  table (2.026) and sig (0.029) < (0.05). This means that the Workload variable has a significant effect on Employee Job Satisfaction. Workload needs attention in order to increase employee job satisfaction, so what must be considered is to reduce the level of difficulty of work carried out by employees that cannot be completed in full and reduce the difference (gap) job qualification and job satisfaction between employees. Research by Erni Hayati Nasution et al (2018) states that the workload variable obtained an average value of 4.21, this indicates that respondents agreed that the workload variable was able to increase employee job satisfaction in achieving employee performance.

### Simultaneous Test

The simultaneous test is used to test the simultaneous influence of the independent variable on the dependent variable. The results of the F test can be seen in F can be seen in the following table 2.

**Table 2. Simultaneous Hypothesis Test (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1481.610	2	740.805	40.839	.000 <sup>b</sup>
	Residual	671.165	37	18.140		
	Total	2152.775	39			

a. Dependent Variable: Kepuasan\_Kerja

b. Predictors: (Constant), Beban\_Kerja, Manajemen\_Talenta

Source: *Processed Data, 2023*

Based on the simultaneous test in table 2, it can be seen that the  $F_{hitung}$  is 40.839 with a significant 0.000 so that the  $F_{hitung}$  (40.839) >  $F_{tabel}$  (3.25) and sig (0.000) < (0.05). meaning that there is a simultaneous influence of Talent Management and Workload on Employee Job Satisfaction at the Regional Office of the Directorate General of Treasury of the Ministry of Finance of Riau Province.

### Coefficient of Determination ( $R^2$ )

To determine the magnitude of the contribution of variable X to variable Y, the multiple determination coefficient test ( $R^2$ ) is used.

**Tabel 3. Coefficient of Determination ( $R^2$ )****Model Summary**

Model	R	Adjusted R		Std. Error of the Estimate
		R Square	Square	
1	.830 <sup>a</sup>	.688	.671	4.259

a. Predictors: (Constant), Beban\_Kerja, Manajemen\_Talenta

Source: Processed Data, 2023

Based on table 3. it can be seen that the resulting correlation (R) value is 0.830. So it can be concluded that there is a strong relationship between the independent variable and the dependent variable. While the adjusted R Square value is 0.671. This shows that the Talent Management and Workload variables as a whole have an influence of 67.1% on Employee Job Satisfaction, while the remaining 32.9% is influenced by other variables not examined in this study.

## CONCLUSION

The results of this study indicate that workload talent management has a positive and significant effect on job satisfaction because agencies have good ways and mechanisms for recruitment, selection and placement and division of labor. Workload needs attention in order to increase employee job satisfaction, so what must be considered is to reduce the level of difficulty of work carried out by employees that cannot be completed in full and reduce the difference (gap) job qualification and job satisfaction between employees.

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