

# Analysis of the Influence of Talent and Competency Management on Performance Moderated by Organizational Commitments in The Environment of the Church of the Assembly of Allah (GSJA) In Jayapura

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## Abstract

*This study aims to obtain empirical evidence and develop a theory (prediction orientation) The Effect of Talent Management and Competence on Performance Moderated by Organizational Commitment in the Assemblies of God Church (GSJA) in Jayapura. Seeing the problems and research objectives to be achieved, this research uses an explanative research approach with a survey approach. The questionnaire was prepared based on the variables of talent management, competence, performance and organizational commitment. The research data were taken from 30 respondents. which is the sample of this study. Data collection is done by random sampling technique. In this study, data analysis used the Partial Least Square (PLS) approach using Smart PLS software. PLS is a component-based or (variance) structural equation model (SEM). The results of his research show that: talent management affect performance proved from the t statistic is 17,498 with a P value of  $0.000 < 0.05$ , this shows that the higher the talent management, the higher the performance. Competence affects performance proved from the value of t statistic is 3.123 with P value of  $0.002 < 0.05$ , this indicates that the higher the competence, the higher the performance. Talent management affects organizational commitment proved the t statistic is 13,813 with a P value of  $0.038 < 0.05$ , this indicates that the higher the talent management, the higher the organizational commitment. Competence affect organizational commitment proved value 3.128 with P value  $0.002 < 0.05$ , this means that the higher competence, the higher the organizational commitment. Performance affect organizational commitment proved from the value of t statistic is 32.899 with a P value of  $0.000 < 0.05$ , this indicates that the higher performance, the higher the organizational commitment. There is an indirect effect talent management on performance through organizational commitment P-values  $0.000 > 0.05$ . Indirect effect results competence on performance through organizational commitment P-values  $0.002 < 0.05$  this means significant.*

## Keywords

Talent management;  
competence; performance;  
organizational commitment



## I. Introduction

Human resources are an important factor for organizations to be successful because people have an important role in every activity of the organization. To achieve organizational goals, all leaders need to manage their management to do a good job. One of the most important resources is human resources. Human resources are always attached to every organization as a determining factor for existence and play a role in contributing towards achieving organizational goals to advance the organization. Human resources are one of the most important elements in an organization. Without quality human

resources,(Waspodo, Handayani, & Paramita, 2013) Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The demands in the organization must be met by every board of directors regardless of whether a board member has problems in his family or in the neighborhood where he lives. These regulations, of course, make the management have to do better, but this also causes the management to feel burdened with the burdens and targets of the organization. In an organization or organization regarding changes in achieving targets, resulting in higher demands on each manager to further improve their performance. Organization, physical conditions, climate, work culture, demands and high organizational targets cause work stress(Babatunde, 2013).

Talent management is a process that organizations use to anticipate and meet their Human Capital needs. Looking for the right person with the right skills for the right position (Capelli, 2019). The focus of talent management is strategic positions in the form of managerial and executive positions. According to Davis (2009) strategic talent management is a planned and structured approach to recruiting, retaining and developing talented people in the organization. Talent management as a process carried out to ensure that key positions in the organization can be filled internally by first, establishing a talent development center group consisting of a set of highly skilled and qualified human resources.

Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). According to Robbins in Sinambela (2012) that performance as a result of evaluating the work carried out by individuals is compared to the criteria that have been set together. Organizational goals will be achieved if the management shows optimal performance. For this reason, special attention is needed for organizations to be able to manage the performance of asset management at revenue agencies, financial management and regional assets properly so that organizations can easily achieve the goals that have been set.

A church administrator is required to have a sense of devotion and service in carrying out his duties. Accordingly, church administrators who are committed to carrying out their duties are required. Organizational commitment as the degree to which individuals identify themselves in an organization based on their goals and desires to maintain membership (Robbins, 2012). Luthans (2007) says that organizational commitment is a strong desire to remain a member of the organization, a willingness to exert their best efforts for the organization, and a deep belief in, and acceptance of, the values and goals of the organization. In other words, organizational commitment relates to the efforts made by members for the organization. Without the commitment of its members, an organization will not be able to run well because there is no maximum effort from its members.

With the high commitment of church leaders and administrators, achieving the church's vision and mission becomes easy to achieve. However, the fact is that the congregation and church administrators like to move their services to other churches, and not infrequently they also serve in other churches. Therefore, it requires a high organizational commitment from the church management.

## II. Review of Literature

### 2.1 Talent Management

Armstrong (2008) defines talent management as the process of identifying, developing, recruiting, retaining, and deploying talented people. Meanwhile, according to Cappelli (2009) talent management is a process carried out by organizations to meet and anticipate organizational needs for Human Resources (HR). Rampersad (2009: 234) also defines that: "Talent management is a way of managing talent in the organization effectively, planning and developing succession in the organization, realizing the maximum self-development of the management, and optimal utilization of talent. "The above definition shows that talent is something that is owned by management that is built and nurtured through training and development programs by an organization for a long-term process that is able to improve its performance so that it can be the driving force behind their contribution to the success of the organization. Therefore, it is the obligation of every organization to analyze and develop the talents of each of its management.

According to Pella and Inayati (2011): "Talent management is a process to ensure an organization fills key positions of future leaders and positions that support the organization's core competencies (unique skills and high strategic value)." Talent management is a process carried out by organizational management that manages their talents in order to be competitive with other organizations (Sukoco and Fadillah, 2016). According to Capelli (2009) indicators in talent management are: 1) Establishing talent criteria, 2) Selecting a talent pool selection center, 3) Creating an acceleration development program, 4) Assigning key position (key position assignment), 5) Evaluating program progress (program monitoring)

### 2.2 Competence

Competence is a fundamental characteristic of an individual, namely the causes associated with reference criteria regarding effective performance. Some experts also formulate the notion of competence, such as (Rahman, 2021) explaining that talking about HR competence cannot be separated from the existing job requirements. Competence can consist of knowledge, skills, attitudes and behavior of employees.

According to Edison, Anwar and Komariyah (2017), competence is the ability of a character to carry out activities well and have advantages in subjects that refer to knowledge, skills, and attitudes. Referring to the view of Wibowo (2014) which states that competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. So, from various opinions, it can be concluded that competence is a number of abilities that must be possessed by a person, especially an employee, to reach the level of a professional employee.

Competence has several indicators, this is stated by Edison and colleagues (2017), namely the elements: 1) Knowledge; have understanding that helps work, has a willingness to improve understanding. 2) Skill(Skill); have technical knowledge according to the field of work involved, have the ability to choose questions, and have the ability to find answers to the problems at hand. 3) Attitude; taking the initiative to help co-workers, being friendly and polite at work, and handling every patient complaint seriously.

## 2.3 Performance

Gibson, Folley, & Park, (2009) defines performance as the result of work related to organizational goals such as: quality, efficiency and other work effectiveness criteria. Performance is basically what management does or doesn't do. Performance is very important in an organization to achieve its goals. Manager Performance(Rivai, & Sagala, 2011)states that performance is real behavior as an achievement produced by management in accordance with their role in the organization.

### a. Management Performance Indicators

Management performance is the result of implementing a job or work in quality and quantity from the level of achievement of results on the implementation of certain tasks by an administrator in carrying out his duties. Performance indicators byMangkunegara (2013)are as follows: 1) Quality of work, neatness, accuracy, linkage of work results without neglecting the volume of work. The quantity of work shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with organizational goals. 2) The responsibility for how much the employee accepts and carries out his work, is responsible for the work results as well as the facilities and infrastructure used and his work behavior every day. 3) Employee collaboration to participate with other employees vertically and horizontally both inside and outside the work so that the work results will be better.

### b. Organizational Commitment

*Organizational commitment*is the degree to which individuals identify themselves in an organization based on their goals and desires to maintain membership (Robbins, 2013). Organizational commitment can also be interpreted as a form of individual expression in self-identification, loyalty and involvement in the organization (Gibson, 2012). Commitment to the organization involves three attitudes, namely: (1) self-identification of organizational goals, (2) a desire to be involved in organizational tasks, (3) a sense of loyalty to the organization (Gibson, 2012). Allen and Meyer (1990) also characterize organizational commitment into three distinct psychological mindsets of desire (affective), obligation (normative), and cost (sustainable).

#### 1. Affective Commitment

Affective commitment refers to the emotional interest, identification and involvement of an administrator in an organization. In this dimension, the board identifies itself with the organization and is loyal to the organization. Affective commitment is the manager's affective or emotional attachment to an organization, and affective commitment is the most important component of organizational commitment and is generally the most frequently studied (Dawley et al., 2008). Committed managers with a strong commitment will identify and value membership in the organization (Allen and Meyer, 1990).

#### 2. Continuance Commitment

*Continuance commitment*demonstrated the perceived costs associated with leaving the organization (Meyer et al., 2002). Here the commitment as a continuation of individual actions to remain in the organization, because if any activity is stopped, there will be a lost cost, the benefits obtained by the management in terms of these costs are related to the continued participation of the management. Organizational commitment is defined as an individual's psychological bond with the organization, which is indicated by various indicators, such as having loyalty to the organization, internalizing organizational goals, and dedicating oneself to organizational goals (Crow et al., 2012). Management commitment is very important for the organization so that the organization can run

effectively and efficiently (Kumar et al., 2012). In the business world, One's commitment to the organization is a very important issue. Because of its very important function, several organizations and organizations include elements of organizational commitment as one of the requirements for someone to hold a position or position in the organization (Handaru and Nailul, 2012). According to Wibowo (2011) the absence of commitment will be able to reduce the effectiveness of the organization. Committed managers are unlikely to leave and accept another job, thus high turnover costs are not incurred. Research conducted by Nilesh Thakre (2015) which examined the relationship between organizational commitment and turnover intention found a negative relationship between turnover intention and organizational commitment, where there is an indication that high turnover intention indicates low commitment.

### **3. Normative Commitment**

Normative commitment refers to the degree to which a person is psychologically bound to become an administrator of an organization based on feelings such as loyalty, affection, warmth, belonging, pride, happiness, and so on. Normative commitment is the manager's belief in the responsibility or obligation of the individual to be loyal to the organization (Dawley et al., 2008). Normative commitment can come from social norms or cultural socialization prior to the administrator's association with the organization or previous experience combined with organizational socialization (Allen and Meyer, 1990). Normative commitment develops as a result of internalizing normative pressure to perform a certain set of actions.

Normative commitment is a reward for all the benefits that have been provided by the organization (Meyer et al., 2002). Exchange of management with the organization for administrators who have a normative commitment is a form of support for organizational change with a sense of loyalty because the organization has fulfilled its obligations to the management, and the management is obliged to reciprocate by supporting and participating in changes planned by the organization. According to Meyer et al., (2002) normative commitment can develop through awareness and acknowledgment that the organization fulfills its obligations or psychologically, the organization respects the existing contract between the board and the organization.

## **III. Research Method**

This study aims to obtain empirical evidence and develop a theory (prediction orientation) The Effect of Talent and Competency Management on Performance Moderated by Organizational Commitment in the Assemblies of God Church (GSJA) in Jayapura. Seeing the problems and research objectives to be achieved, this research uses an explanative research approach with a survey approach. The questionnaire was prepared based on the variables of talent management, competence, performance and organizational commitment. The research data were taken from 30 respondents. which is the sample of this study. Data collection is done by random sampling technique.

In this study, data analysis used the Partial Least Square (PLS) approach using Smart PLS software. PLS is a component-based or (variance) structural equation model (SEM).

In the analysis with PLS there are 2 things to do, namely:

1. Assessing the Outer Model or measurement model. There are three criteria to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability. Convergent Validity of the measurement model with indicator reflection is assessed based on the correlation between item scores/component scores calculated by



PLS. The individual reflection measure is said to be high if it has a correlation of more than 0.70 with the measured construct. For research in the early stages of developing a measurement scale, the loading value of 0.5 to 0.6 is considered sufficient. Another method to assess Discriminant Validity is to compare the Root of Average Variance Extracted (AVE) value of each construct with the correlation between the construct and other constructs in the model. If the AVE value of each construct is greater than the correlation value between the construct and other constructs in the model, then it is said to have a good Discriminant Validity value. It is recommended that the AVE value should be greater than the value of 0.50. Composite reliability indicator blocks that measure a construct can be evaluated with two measures, namely internal consistency developed by Wert et.al (Ghozali, 2016)

2. Assess the inner Model or Structural Model. Testing of the inner model or structural model was carried out to see the relationship between constructs, significant values and R-square of the research model. The structural model was evaluated using R-square for dependent constructs, Stone-Geisser Q-square test for predictive relevance and t-test and significance of structural path parameter coefficients. In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Changes in the value of R-square can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect.

## IV. Result and Discussion

### 4.1 Data Quality test results (Outer Model)

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity, Composite Reliability and Average Variance Extracted (AVE).

#### a. Convergent Validity

*Convergent validity* from the measurement model with reflexive indicators assessed based on the correlation between item scores/component scores estimated with PLS Software. Individual reflexive measures are said to be high if they correlate more than 0.70 with the construct being measured. In this study, a loading factor limit of 0.70 will be used. Based on the table below, it can be seen that all the results of outer loading > 0.60 then all research items are included in the criteria. The results of the outer loadings are in Table 1 below:

**Table 1.** Outer Loadings

Indicator	Research Model
Talent management	
X11	0.675
X12	0.923
X13	0.642
X14	0.611
X15	0.742
X16	0.923
Competence	
X21	0.789
X22	0.806
X23	0.821
X24	0.688

X25	0.634
X26	0.793
Performance	
Y1	0.804
Y2	0.782
Y3	0.817
Y4	0.805
Organizational Commitment	
Z1	0.849
Z2	0.680
Z3	0.779
Z4	0.601
Z5	0.628
Z6	0.762

*Data Source: Primary Data Processed (2020)*

Based on the results of processing using SmartPLS, it can be seen in Table 1 The value of the outer model or the correlation between the construct and the variable has met convergent validity, the estimation results of the outer loading test calculation using PLS. From the output it can be seen that all items are valid. This is because the Factor loading values are all more than 0.6.

#### **b. Evaluating Reliability and Average Variance Extracted (AVE)**

The validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if its value is 0.70 and the AVE is above 0.50 (Ghozali, Imam, 2011). In table 3, the Composite Reliability and AVE values for all variables will be presented as follows:

**Table 2.** Outer Model, AVE, Composite Reliability

Variable	AVE	Composite Reliability	Information
Performance	0.511	0.798	Reliable
Organizational commitment	0.500	0.855	Reliable
Competence	0.524	0.809	Reliable
Talent management	0.510	0.852	Reliable

*Data Source: Primary Data Processed (2020)*

Based on Table 4 that all constructs meet the reliable criteria. This is indicated by the composite reliability value above 0.70 and the AVE above 0.50 as per the existing criteria.

#### **4.2 Model Feasibility Test Results (Inner Model)**

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model was evaluated using R-square for the dependent construct of the t-test and the significance of the coefficients of the structural path parameters. In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. Table 5 is the result of R-square estimation using SmartPLS.

**Table 3.** R-Square . Value

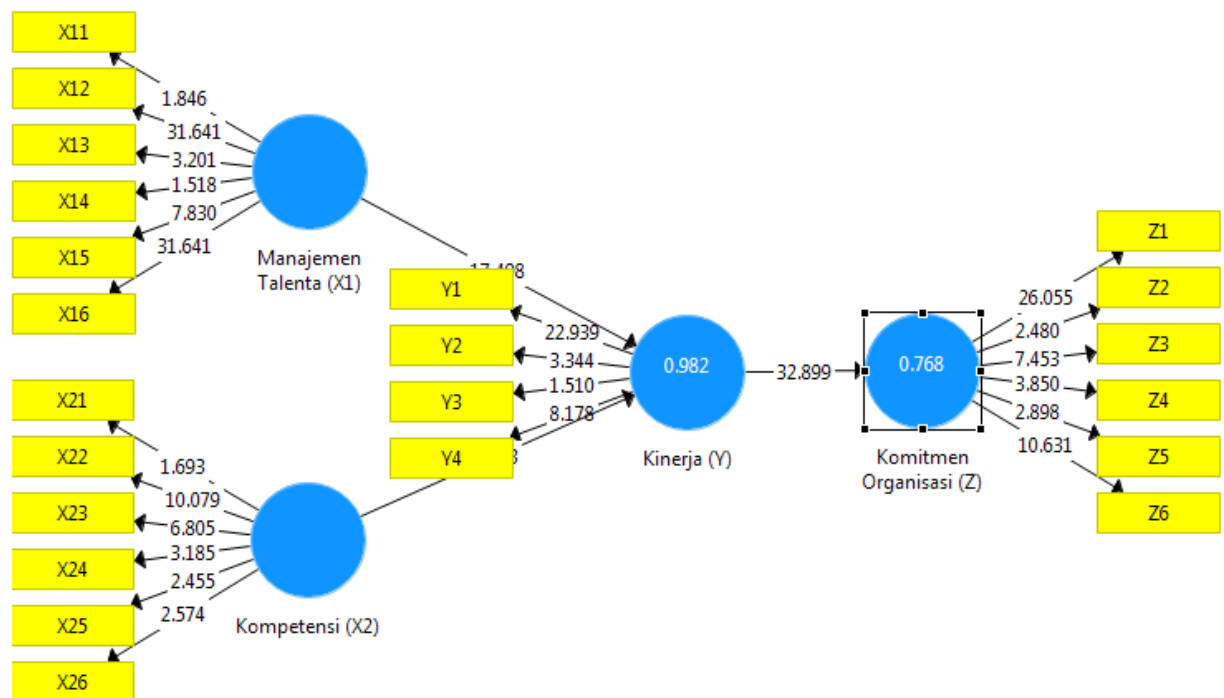
Variable	<i>R-Square</i>
Performance	0.982
Organizational Commitment	0.768

Data Source: Primary Data Processed (2020)

Table 3 shows the R-square value for the performance variable is 0.982, this means that the variability of the performance construct can be explained by the variability of the talent management construct and organizational commitment of 98.2% while the rest is explained by other variables outside the model studied. The larger the R-square number indicates the greater the independent variable can explain the dependent variable so that the better the structural equation. As for the organizational commitment variable, it was obtained at 0.768, this means that the variability of the organizational commitment construct can be explained by the variability of the competence and performance construct of 76.8% while the rest is explained by other variables outside the model studied.

### 4.3 Hypothesis Testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 5 provides the estimated output for testing the structural model. In SmartPLS statistical testing of each hypothesized relationship is carried out using simulation. In this case, the bootstrap method is applied to the sample. Testing with bootstrap is also intended to minimize the problem of abnormal research data. The results of the bootstrapping test from the SmartPLS analysis are as follows:



**Figure 2.** Bootstrapping Results



The level of significance in hypothesis testing is measured using the path coefficient value parameter (Abdillah and Hartono, 2015). This test looks at the estimated path coefficient and t-statistical value with a significance of =5%. If the t-statistic value is higher than the t-table value, which is 1.984 for the one-tailed hypothesis, then the hypothesis is accepted. The following is the path coefficient value in testing the main hypothesis of this study:

**Table 4. Path Coefficient Value**

Correlation	Original Sample	Sample Mean (M)	Standard Deviate ion	T-Stats	P Values	Decision
Talent Management (X1) -> Performance (Y)	0.847	0.842	0.048	17,498	0.000	Received
Competence (X2) -> Performance (Y)	0.167	0.173	0.054	3.123	0.002	Received
Talent Management (X1) -> Organizational Commitment (Z)	0.742	0.755	0.054	13,813	0.000	Received
Competence (X2) -> Organizational Commitment (Z)	0.147	0.154	0.047	3.128	0.002	Received
Performance (Y) -> Organizational Commitment (Z)	0.876	0.896	0.027	32,899	0.000	Received

*Data Source: Primary Data Processed (2020)*

1. Hypothesis Test 1: talent management affect performance  
Test against The resulting performance value of t statistic is 17,498 with P value 0.000 < from 0.05 (sig level). With these results, the test results prove, the hypothesis proposed in this study can be accepted, namely talent management has an effect on performance.
2. Hypothesis Test 2: competence affects performance  
Test against competence resulted in a t-statistic value of 3.123 with a P value of 0.002 < from 0.05 (sig level). With these results, the test results prove, the hypothesis proposed in this study can be accepted, namely competence has an effect on performance.
3. Hypothesis Test 3: talent management affects organizational commitment  
Test against talent management resulted in a t statistic of 13,813 with a P value of 0.038 < from 0.05 (sig level). With these results, the test results prove, the hypothesis proposed in this study can be accepted, namely talent management has an effect on organizational commitment.
4. Hypothesis Test 4: competence affect organizational commitment  
Test against competence The resulting t value is 3.128 with P value 0.002 < from 0.05 (sig level). With these results, the test results prove, the hypothesis proposed in this study can be accepted, namely competence affect organizational commitment.
5. Hypothesis Test 5: performance affect organizational commitment  
Test against performance The resulting t statistic is 32.899 with a P value of 0.000 < from 0.05 (sig level). With these results, the test results prove, the hypothesis proposed in this study can be accepted, namely performance affect organizational commitment.

#### 4.4 Mediation Test Results

Analysis influence conducted to analyze the strength of the influence between variables, both direct, indirect, and total effects. The direct effect is nothing but the coefficients of all coefficient lines with arrows at one end.

**Table 5.** Indirect Effects

No.	Correlation	Original Sample	Sample Mean (M)	Standard Deviate ion	T-Stats	P Values
1	Talent Management (X1) -> Performance (Y) -> Organizational Commitment (Z)	0.742	0.755	0.054	13,813	0.000
2	Competence (X2) -> Performance (Y) -> Organizational Commitment (Z)	0.147	0.154	0.047	3.128	0.002

*Data Source: Primary Data Processed (2020)*

From Table 6 above, the results show that there is an indirect effect talent management on performance through organizational commitment P-values  $0.000 > 0.05$ . Indirect effect results competence on performance through organizational commitment P-values  $0.002 < 0.05$  this means significant.

#### IV. Conclusion

The results of his research show that: talent management affect performance proved from the t statistic is 17,498 with a P value of  $0.000 < 0.05$ , this shows that the higher the talent management, the higher the performance. Competence affects performance proved from the value of t statistic is 3.123 with P value of  $0.002 < 0.05$ , this indicates that the higher the competence, the higher the performance. Talent management affects organizational commitment proved the t statistic is 13,813 with a P value of  $0.038 < 0.05$ , this indicates that the higher the talent management, the higher the organizational commitment. Competence affect organizational commitment proved value 3.128 with P value  $0.002 < 0.05$ , this means that the higher competence, the higher the organizational commitment. Performance affect organizational commitment proved from the value of t statistic is 32.899 with a P value of  $0.000 < 0.05$ , this indicates that the higher performance, the higher the organizational commitment. There is an indirect effect talent management on performance through organizational commitment P-values  $0.000 > 0.05$ . Indirect effect results competence on performance through organizational commitment P-values  $0.002 < 0.05$  this means significant

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