

THE INFLUENCE OF TALENT MANAGEMENT, EMPLOYEE DEVELOPMENT AND EMPLOYEE MAINTENANCE ON EMPLOYEE PERFORMANCE IN PT. AINI SEJAHTERA

Rika Andriani Kombih¹, Nurmala², Yanita³, Azhar⁴
^{1,2,3,4} Program Studi Manajemen Fakultas Ekonomi Dan Bisnis
 Universitas Malikussaleh
 Email: rika.200410064@mhs.ac.id, nurmala@unimal.ac.id
 Corresponding Author: Nurmala@unimal.ac.id

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Abstract

The purpose of this study is to determine how talent management, employee development, and retention programs of PT. Aini Sejahtera affect employee productivity. The importance of human resources in facilitating the achievement of organizational goals is what drives this study, especially in the competitive Bottled Drinking Water (AMDK) market. This study uses a quantitative survey-based technique. Using a saturated sampling approach, the population of this study consisted of 56 people who were all employees of PT. Aini Sejahtera. Data collection methods included conducting a survey with Likert scale questions. Multiple linear regression tests were used for data analysis. This study found that talent management, employee growth, and staff retention all contribute to better employee performance. The importance of an integrated approach to human resource management in improving individual and organizational performance is reinforced by these findings.

Keywords: *Talent Management, Employee Development, Employee Retention, Employee Performance*

INTRODUCTION

Human resources (HR) are critical to the success of any organization, whether a non-profit or a for-profit company. A company's human resources are also critical to its development. Individuals who work for a business and contribute to its success are known as human resources. A company or institution's human resources are its most important assets because of the knowledge and skills of its employees. Human resource management is the science or method by which people can be optimally utilized to achieve the common goals of an organization, its workers, and the wider community (Darmadi, 2022). Every worker is a human being, not a cog in the wheel of a company, and that is the fundamental premise of human resources. For a business to achieve its goals, it is important for every employee to be enthusiastic and able to do their job to the best of their ability. It is essential for businesses to take action to increase productivity in the workplace. Several aspects, including talent management, employee retention, and staff retention, have a significant impact on employee performance. (Hidayat & A. Anwar, 2024).

Indonesia as a tropical country increases the community's need for mineral water to stay well hydrated, adults are advised to consume about eight glasses or two liters of mineral water per day. Packaged Drinking Water (AMDK) is available in various brands with different tastes and qualities, thus creating competition between companies to survive by providing the best products according to consumer interests. Ainiqua is one of the AMDK brands originating from Sumatra Island, precisely in Lhokseumawe, in this case it is important to understand the factors that can affect employee performance at PT. Aini Sejahtera. This country is rich in water resources, which allows the production of AMDK from various sources, including natural springs and mineral water. Good water quality from these sources is an important factor in attracting consumers (Mandani et al., 2022). However, to optimize the development of this sector requires better efforts in Talent Management, improving Employee Development, and Employee Maintenance of Employee Performance at PT. Aini Sejahtera.

In the world of organization and management, there is a concept that reflects the level of success of an individual or group in completing a task that has been set. The intention is to explain the results obtained by an individual or team when they carry out their tasks. Assessment of this achievement can be done through various indicators, such as the quality of work results, the amount of output produced, the accuracy in meeting deadlines, and the effectiveness of the use of available resources.(Adolph, 2016). Mangkunegara (2016) The term performance can mean "actual performance" or "job performance," and refers to the quantity and quality of an employee's work output in relation to the tasks assigned to him/her. On the other hand, according to Jex et al. (2017), performance is defined as the overall behavior of employees in the workplace, which includes the performance of employee tasks and responsibilities. One of the most important aspects of any business or organization is the performance of its employees.(Staff et al., 2020). The logic behind it is simple: if employees put in maximum effort, the company will succeed. Therefore, businesses and other groups should monitor employee performance and take steps to improve it.

According to Agustiani's research (2019), employee performance can be significantly improved through the integration of talent management, career development, and retention strategies. These three things work together to make the office a fun and productive place to work. Successful businesses will be able to achieve their goals and stay ahead of the competition by using these strategies. Thus, the long-term success of a company depends on these three factors.(Al Rinadra et al., 2023). An important part of human resource management is the practice of retaining employees.Maintenance is necessary to ensure that personnel are dedicated, self-controlled, and happy with their work. Employee maintenance is to ensure the well-being of workers by meeting their psychological, physiological, and social needs. Workers are a company's most valuable resource because they have a direct stake in determining the success or failure of the business. Consequently, company management must do everything in their power to ensure their safety and security. Employee performance and loyalty can be enhanced through development and maintenance programs. Furthermore, maintenance programs should focus on meeting demands and ensuring satisfaction. To achieve this goal of keeping people safe, healthy, and positive in their attitudes and thus able to operate successfully and efficiently, this must be done.(Recruitment et al., 2023).

Maulyan et al., (2023) stated that companies can improve their employees' work performance through effective employee maintenance programs, and must be carried out periodically. The employee maintenance program that is carried out must pay attention to employee desires, so that employee work performance can increase because employees are human resources in a company who can feel satisfied to be productive in working.(Rahmat et al., 2024). In Karina's research (2020) Employee maintenance has been shown to have a significant influence on performance. According to the study, the company's net profit can increase from increased employee loyalty and work results due to well-maintained facilities. Performance is influenced by staff retention and employee development. A company's competitiveness can only increase if everyone can work efficiently, effectively, and produce high-quality work in large quantities. This requires a development program, an action intended to hone skills that will be useful in the future workplace.(Beno et al., 2022). A systematic and continuous approach is needed for employee development. The current and future skill needs of the organization should be the basis for the preparation of a well-thought-out personnel development program based on scientific principles. The goal of development should be to improve the technical, theoretical, conceptual, and moral capacity of workers for optimal performance in the workplace (Kadarisman DM, 2014).

According to Evendi (2021) the term employee development refers to a deliberate effort by an organization to improve the skill level of workers according to job requirements. This development is carried out through training, education, and ongoing employee development programs.Skills, knowledge, and work experience can be enhanced through staff development programs. Competent workers will be given the opportunity to climb the career ladder, and those who do will succeed. Career planning is where the process of determining career goals and the path to achieving those goals helps realize equal employment opportunities regardless of differences. (Karina 2020) found that improving employee performance is greatly helped by investing in their professional development. In addition to employee development, talent management also affects performance. Every company has a way to select, search, and find qualified employees. For example, the company prepares interviews for new employee candidates. The company also has the right to select prospective employees based on the provisions that have been set. The company also provides training to prospective employees. Employees are assessed by the company based on the results of their work. The abilities and knowledge of employees are also assessed from their work results, where employee skills can be seen indirectly. Thus, talent management does not only focus on finding talented individuals, but also on how they can develop and make maximum contributions to the long-term success of the organization.(Hermawan et al., 2023). To maximize an organization's potential, talent management requires finding, assessing, developing, and distributing the most valuable human resources.(Yuli et al., 2020).When it comes to talent management, leaders do things like learn about their employees' strengths and areas for improvement, find and assess people with high potential to take

over important roles, help them build their careers and find structured opportunities for professional growth, and support managers and employees who are good at making it easier to transition to new roles. In the process of talent development, a person needs to be guided and directed to maximize their abilities. That way, a person will have differentiation, added value and excellence that can help the company achieve higher performance. Several talent management practices such as employee development, training, feedback, recognition, and rewards have been shown to increase employee retention. Confirmed by previous research (Sopiah et al., 2020) determined that talent management significantly increases productivity by considering the mediating role of employee engagement (work engagement). This study found that talent management can increase the level of employee engagement in their work, which in turn contributes to increased performance. (Al Rinadra et al., 2023). Based on initial research on employee performance at PT. Aini Sejahtera, it can be seen from the Quality indicator that work is affected by a lack of training and attention to individual talents, leading to substandard results. Employees are also less motivated to achieve production targets due to suboptimal talent management. High turnover and the need for retraining increase operational costs.

Employee maintenance phenomenon, where employee welfare and maintenance at PT. Aini Sejahtera is also a significant issue that aspects of employee welfare, such as compensation, benefits and employee working conditions require more attention. The compensation and benefits offered are less competitive compared to other companies in the same sector, causing many employees to feel underappreciated. Although the company provides overtime to employees, it only provides a meal bonus as a reward. This shows that the compensation given is not comparable to the additional effort made by employees. Dissatisfaction with compensation can reduce employee motivation and loyalty. The phenomenon of employee development problems at PT. Aini Sejahtera is seen in the effectiveness indicators of professional development on employee needs covering various aspects such as limited resources, lack of motivation, program incompatibility, inadequate evaluation, and the impact of technological change. In improving soft skills, the company conducts seminars aimed at employees only once a year, so it is necessary to improve the effectiveness of development programs, strategic planning and improve communication regarding the benefits of training, and implement a comprehensive evaluation system to ensure that employee needs are met properly. Furthermore, the researcher's concern is the phenomenon of talent management problems at PT. Aini Sejahtera is seen in the selection indicators in talent identification and recruitment, the absence of a clear career development path makes employees feel stagnant (not progressing), less motivated to develop, minimal managerial activities. This makes it difficult for the company to find the right candidates for strategic positions and the company cannot optimally allocate talent according to the company's strategic needs.

The Influence of Talent Management on Employee Performance

Attracting, developing, and retaining the best talent is the goal of talent management, a strategic method of human resource management. To find, develop, and utilize existing talent within a company, talent management is a series of procedures followed by businesses. It includes talent planning, skills development, and creating a supportive work environment. Confirmed by previous research (Sopiah et al., 2020) shows that talent management greatly improves performance (work engagement) while taking into account the moderating effect of employee engagement. This study shows that talent management can make people more engaged in what they do for a living, which increases productivity. Furthermore, talent management improves the performance of service industry employees, according to research (Rachmadinata 2017).. The implementation of effective talent management practices helps companies in allocating human resources optimally to achieve organizational goals.

The Impact of Employee Development on Employee Performance

Employee development encompasses a variety of programs and activities designed to enhance employees' skills, knowledge, and abilities. This includes formal education, training, and career development aimed at preparing employees for future job challenges. Employee development significantly improves employee performance, according to research by Karina (2020). Career planning and development account for about 36.7% of performance variability, according to the coefficient of determination. Other variables, such as leadership style and organizational climate, affect the remaining portion. Additional research confirms that professional development improves workplace productivity. As a mediator between professional growth and outcomes, enhanced career development has the potential to increase employee engagement in the workplace. (Purnawan et al., 2023).

The Impact of Employee Maintenance on Employee Performance

Employee maintenance includes a variety of programs and practices designed to maintain employee well-being, motivation, and engagement in an organization. In order for employees to remain loyal and productive, it is

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important to maintain their physical, mental, and behavioral health. Karina's (2020) research results show that staff maintenance significantly affects productivity. This study also highlights the importance of employee satisfaction in influencing performance. It is said that the cause of employee performance declines because employee satisfaction levels are not met, which shows that when maintenance is not carried out properly, it can have a negative impact on productivity. The higher the company's attention to employee maintenance, the higher their loyalty and productivity. Dissatisfaction with maintenance can lead to decreased morale and loyalty, which has a negative impact on performance. According to the report, corporate profits can benefit from increased employee loyalty and productivity generated by well-maintained facilities..

Hypothesis

According to Sugiono (2015), a hypothesis is a temporary assumption intended to answer the contents of the problem formulation. (Santoso & Rijanti, 2022). Based on the researcher's problem formulation and supporting theories, the researcher formulated the following hypothesis:

H1 : Talent management affects employee performance

H2 : Employee development affects employee performance

H3 : Employee maintenance affects employee performance

METHOD

The research location indicates a place or location of research which is characterized by the presence of elements, namely actors, places, and activities that can be observed (Sugiyono, 2018). This research was conducted at PT. Aini Sejahtera complex of PT. Perta Arun Gas, Jalan Sungai Gerong, Batuphat Barat, Muara Satu, Lhokseumawe, Aceh. To collect data, researchers have certain objectives. Sugiyono (2018) argues that the purpose of the study not only describes what and who is being studied, but also when and where the research is conducted. The subjects of this study were personnel of PT. Aini Sejahtera. To research and draw conclusions, researchers use a population, which is a general area consisting of various things or people with certain attributes (Sugiyono, 2022). Of the total 56 participants, all of them were employees of PT. Aini Sejahtera. A subset of the total number of features found in a population is what forms the sample. Census sampling, also known as saturation sampling, was used in this study. One of the comprehensive sampling methods is census or saturation, as stated by Sugiyono (2022). The number of samples in this study was 56 employees. So all employees who work at PT. Aini Sejahtera. In this study, primary data was collected, especially information collected in the field was done through the use of data collection techniques. In this study, a questionnaire was used to collect data. A questionnaire is a method of collecting information by asking respondents to fill out a series of written questions or comments (Silaban, 2021). Researchers will first provide comments or ask questions to company personnel before distributing the questionnaire. As soon as researchers receive summary findings from respondents, they will analyze them into descriptive data.

RESULT AND DISCUSSION

Normality Test

The results of the normality test indicate that the regression model meets the normality assumption; this is due to the fact that, in the normal P-Plot graph, the points approach the line, spread along the diagonal, and display highly significant results.

Heteroscedasticity Test

Based on the scatterplot, some points are scattered below the zero point, while others are randomly scattered above it. After reviewing the regression model, it is clear that heteroscedasticity does not exist.

Multicollinearity Test

The multicollinearity test in the table above shows the tolerance value obtained in Talent Management is 0.901 with a VIF value of 1.110, then the tolerance value obtained in Employee Development is 0.795 with a VIF value of 1.258, and the tolerance value obtained in Employee Maintenance is 0.760 with a VIF value of 1.316. This shows that the tolerance value is greater than 0.1 and the VIF is less than 10, meaning that there is no multicollinearity between the independent variables.

Multiple Linear Regression Analysis

Table 1 Results of Multiple Linear Regression Analysis

Table 1 Results of Multiple Linear Regression Analysis						
		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,771	2,799		1,347	.184
	Talent Management	.274	.085	.313	3.217	.002
	Employee Development	.214	.093	.238	2.298	.026
	Employee Maintenance	.403	.097	.439	4.135	.000

a. Dependent Variable: Employee Performance

Source Processed by Author (2025)

Based on table 1 above, the multiple linear regression equation is obtained as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 3.771 + 0.274X_1 + 0.214X_2 + 0.403X_3 + \varepsilon$$

Coefficient of Determination Test

The value of the coefficient of determination (adjusted r-square) obtained was 0.530. This shows that Employee performance (Y) on PT. Aini Prosperous has a relationship with Talent Management (X1), Employee Development (X2), and Employee Maintenance (X3) of 53.0%. While the remainder is 47%. Employee performance (Y) on PT. Aini Prosperous has a relationship with other variables that are not used in this study. Therefore, it can be concluded Employee performance (Y) on PT. Aini Prosperous has a strong correlation or relationship with the variables Talent Management (X1), Employee Development (X2), and Employee Maintenance (X3).

Influence Talent Management To Employee performance

Based on the results of the data analysis, the regression coefficient was obtained with a positive value of 0.274 with a calculated t value of 3.217 > t table of 1.674 and a significant level of 0.002 < 0.05. This means that the variable Talent Management (X1) has a positive and significant partial effect on Employee Performance at PT. Aini Prosperous accepted (H1 accepted). This shows that talent management has been implemented well at PT Aini Sejahtera, where the process of employee selection, placement, and development is carried out in a structured manner and in accordance with the needs of the organization. Clear selection criteria that are relevant to the needs of the position allow the company to recruit the right candidates, so that each selected individual has the competencies that match their responsibilities. A targeted employee placement process not only helps employees develop professionally, but also increases job satisfaction, as seen from employee confidence and satisfaction with their current position. With effective talent management, employee career achievements can be realized while supporting the productivity and success of the company as a whole. This is in line with research conducted by Rinadra et al., (2023) These results show that there is a positive and significant influence Talent Management to Employee performance, other research conducted by Purnawan et al., (2023) also stated that there was a positive and significant influence Talent Management to Employee performance then the research conducted by Azhad (2022) stated that there was an influence Talent Management to Employee performance.

Influence Employee Development To Employee performance

Based on the results of the data analysis, the regression coefficient was obtained with a positive value of 0.214 with a calculated t value of 2.298 > t table of 1.674 and a significant level of 0.026 < 0.05. This means that the variable Employee Development (X2) has a positive and significant partial effect on Employee Performance at PT. Aini Prosperous accepted (H2 accepted). This shows that employee development has been implemented well and planned, giving a significant influence on improving employee performance. Relevant and targeted training helps employees complete daily tasks more effectively and improves their ability to face challenges in the workplace. Development programs that support the achievement of personal career goals also provide greater self-confidence, so that employees are motivated to achieve their professional aspirations. By gaining appropriate knowledge and skills through training, employees are not only able to contribute better to the company but also feel appreciated, which ultimately increases loyalty and productivity. The company's investment in employee development creates a mutually beneficial relationship, where the company gets optimal performance, while employees see a brighter career future. This is in line with research conducted by M. Ihsan (2023) These results show that there is a positive and significant

influence Career Development to Employee performance, other research conducted by Basori et al., (2022) also stated that there was a positive and significant influence Career Development to Employee performance then the research conducted by M. Rinadra et al., (2023) stated that there was an influence Career Development to Employee performance.

Influence Employee Maintenance To Employee performance

Based on the results of the data analysis, the regression coefficient was obtained with a positive value of 0.403 with a calculated t value of 4,135, a t table of 1,674 and a significant level of $0.000 < 0.05$. This means that the variable Employee Maintenance (X3) has a positive and significant partial effect on Employee Performance at PT. Aini Prosperous accepted (H3 accepted). This is proof that PT Aini Sejahtera has carried out its duties well in terms of employee maintenance, namely ensuring that workers feel safe, comfortable, and supported in their work so that they feel good about themselves and their jobs. Regular work safety training programs make employees feel safer in carrying out their duties, while attention to mental well-being through existing policies and programs helps reduce stress and improve overall well-being. In addition, a positive work atmosphere and support from co-workers and superiors in dealing with emotional challenges encourages better productivity and performance because employees feel appreciated and motivated to contribute optimally. This finding confirms the findings of Basori et al. (2022) who found that employee maintenance has a positive and statistically significant effect on performance.

CONCLUSION

1. Talent Management on Employee Performance Positive and significant in flurence Employee performance on PT.Aini Prosperous. This shows that Talent Management in flurence Employee performance on PT.Aini Prosperous.
2. Employee Development towards Employee Performance Positive and significant influence Employee performance on PT.Aini Prosperous. This shows that Employee Development influence Employee performance on PT.Aini Prosperous.
3. Employee Maintenance on Employee Performance Positive and significant influence Employee performance on PT.Aini Prosperous. This shows that Employee Maintenance influence Employee performance on PT.Aini Prosperous.

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