

ABSTRAK

ANALISIS PENERAPAN *TALENT MANAGEMENT* DAN *PERFORMANCE APPRAISAL* TERHADAP *EMPLOYEE ENGAGEMENT* STUDI KASUS PADA KANTOR PUSAT

PT. Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk (bank bjb)

Salah satu upaya agar perusahaan dapat tumbuh dan berkembang, maka perlu meningkatkan daya saing efektif melalui penyiapan sumber daya manusia sesuai dengan standarisasi kompetensi yang disyaratkan, karena perbedaan kompetensi akan terjadi perbedaan pencapaian hasil dan kinerja. Kemampuan perusahaan untuk mengelola karyawan berpotensi atau *talent* ini menjadi tantangan terbesar bagi sejumlah perusahaan. Bank bjb sebagai perusahaan yang bergerak di bidang jasa perbankan, tentunya sudah pasti membutuhkan sumber daya manusia yang handal dan memiliki kompetensi yang tinggi dimana hal ini dapat menumbuhkan rasa percaya, aman, dan kepastian akan sesuatu yang tidak pasti (risiko) kepada nasabahnya. Nilai *turn over* pegawai bank bjb secara *bankwide* periode bulan September 2014 sebesar 0,351 % dengan nilai komposit *Low to Medium* yang didapat dari perbandingan pegawai tetap yang melakukan undur diri sebanyak 24 pegawai dibandingkan dengan total pegawai tetap sebanyak 6730 pegawai, demikian juga berdasarkan data periode januari-juli 2015 terdapat *turnover* karyawan sebanyak 171 dimana hal ini dapat mempengaruhi kinerja operasional perusahaan, terutama jika ternyata *Turn Over* pegawai tersebut didalamnya terdapat sumber daya manusia yang memiliki kualitas dan kompetensi yang dibutuhkan oleh perusahaan. Karyawan tidak hanya memegang peran sebagai *resource* dalam perusahaan, namun telah bertransformasi sebagai *human capital*, orang yang ada dibelakang semua proses operasional perusahaan. Untuk mempertahankan *human capital*, diperlukan suatu *engagement karyawan* melalui praktek manajemen sumber daya manusia, diantaranya *Talent Management* dan *Performance Appraisal* serta *Employee Engagement*.

Studi ini meneliti tentang pengaruh *Talent Management* dan *Performance Appraisal* terhadap *Employee Engagement* pada kantor pusat bank bjb. Tujuan dari penelitian ini adalah : (1) Untuk mengetahui mengenai pelaksanaan *Talent Management*, *Performance Appraisal* dan *Employee Engagement* pada karyawan kantor pusat bank bjb. (2) Untuk mengetahui seberapa besar pengaruh *Talent Management* terhadap *Employee Engagement* pada karyawan kantor pusat bank bjb. (3) Seberapa besar pengaruh *Performance Appraisal* terhadap *Employee Engagement* pada karyawan kantor pusat bank bjb. (4) Seberapa besar pengaruh *Talent Management* dan *Performance Appraisal* terhadap *Employee Engagement* pada karyawan kantor pusat bank bjb, baik secara simultan maupun parsial. Penelitian ini dilakukan melalui survei dengan menyebarkan kuesioner kepada responden, yaitu karyawan kantor pusat bank bjb dengan kuisisioner yang berhasil dikumpulkan 107 responden. Kuesioner telah di uji validitas, reliabilitasnya dengan tehnik Cronbach Alpha dan uji asumsi klasik. Sebelum dilakukan pengolahan data, data kuesioner yang merupakan data ordinal diubah terlebih dahulu menjadi data interval melalui metode succesive interval dengan microsoft excel 2013 Teknik analisis yang digunakan untuk melakukan pengujian hipotesis statistik adalah dengan menggunakan metode analisis jalur (*path analysis*) dan menggunakan alat bantu SPSS 17.0. Berdasarkan hasil dari penelitian maka terdapat hubungan yang signifikan dan positif antara *Talent Management* dan *Performance Appraisal* terhadap *Employee Engagement* pada karyawan di kantor pusat bank bjb.

Kata Kunci: *Talent Management*, *Performance Appraisal*, *Employee Engagement*

ABSTRACT

ANALYSIS OF APPLICATION OF TALENT MANAGEMENT AND PERFORMANCE APPRAISAL OF EMPLOYEE ENGAGEMENT CASE STUDY ON THE HEAD OFFICE OF PT. BANK JABAR BANTEN, TBK (bank bjb)

One effort to enable companies to grow and develop, it is necessary to improve competitiveness through effective preparation of human resources in accordance with the standardization of competence required, because the difference will occur differences in competence and performance achievement. The company's ability to manage potential employees or talent is the biggest challenge for a number of companies. Bank bjb as companies engaged in banking services, would certainly need human resources that are reliable and have high competence where it can foster a sense of trust, safety and certainty is something that is not certain (risk) to its customers. Value turnover bankwide bjb bank employee in September 2014 period amounted to 0.351% with Low to Medium composite value derived from the ratio of permanent employees who resign by 24 employees compared to the 6730 total permanent employee as an employee, as well as based on data from the period of January July 2015 there were as many as 171 employee turnover where this may affect the operational performance of the company, especially if it turns Turn Over these employees in which there are human resources who have the qualities and competencies required by the company.

Employees not only play a role as a resource within the company, but has been transformed as human capital, the person who is behind all of the operational processes of the company. To retain human capital, required an employee engagement through human resource management practices, including Talent Management and Performance Appraisal and Employee Engagement.

This study examines the effect of Talent Management and Performance Appraisal for Employee Engagement at bank headquarters bjb. The purpose of this study are: (1) To know about the implementation of Talent Management, Performance Appraisal and Employee Engagement at the bank's head office employees bjb. (2) To determine how much influence Talent Management to Employee Engagement at the bank's head office employees bjb. (3) How much influence the Performance Appraisal of the Employee Engagement at the bank's head office employees bjb. (4) How much influence Talent Management and Performance Appraisal for Employee Engagement at the bank's head office employees bjb, either simultaneously or partially. This research was conducted through a survey by distributing questionnaires to the respondents, namely employees of the bank's headquarters bjb with a questionnaire that collected 107 respondents. The questionnaire has been on test validity, reliability with Cronbach Alpha techniques and classical assumption. Before processing the data, questionnaire data that is ordinal data is first converted into interval data through methods successive intervals with Microsoft Excel 2013 Technical analysis is used for testing statistical hypothesis is by using path analysis (path analysis) and using SPSS 17.0 , Based on the results of the research, there is a significant and positive correlation between Talent Management and Performance Appraisal for Employee Engagement at employees at the bank's headquarters bjb

Keywords: Talent Management, Performance Appraisal, Employee Engagement