Analysis of the Effect of Human Resource Development and Career Development on Talent Management Formation (Survey At PT Bank Danamon, Tbk In Bandung Area)

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ABSTRACT

This study aims to determine the effect of human resource development and career development on the formation of talent management at PT. Bank Danamon Tbk, In the Bandung Area. The method used is explanatory research with analytical techniques using statistical analysis with regression, correlation, determination, and hypothesis testing. The results of this study that human resource development has a significant effect on the formation of talent management by 37.9%, hypothesis testing is obtained t count > t table or (7.569 > 1.986). Career development has a significant effect on the formation of talent management by 42.4%; hypothesis testing is obtained t count > t table or (8.326 > 1.986). Human resource development and career development simultaneously have a significant effect on the formation of talent management with the regression equation Y = 9.581 + 0.347X1 + 0.426X2. The influence contribution is 50.4%, hypothesis testing is obtained by F arithmetic > F table or (47.342 > 2,700).

Keywords: Human Resource Development, Career Development, Talent Management Formation.

INTRODUCTION

Human resources are an important asset in an organization because they are the source that controls the organization and maintains and develops the organization in the face of various demands of the times. Quality human resources are smart and must meet all the qualitative requirements required of the work so that the work assigned to them will be completed properly according to the existing plan.

In the era of globalization, one way for companies to survive is to have quality human resources and high enthusiasm for work in carrying out all their duties and obligations to the company so that its goals can be achieved properly. Effective employees are needed in the face of increasingly fierce global market competition. Employees can work effectively if it is based on job satisfaction and morale.

PT. Bank Danamon is determined to become a financial institution to be reckoned with in Indonesia by achieving this position by becoming

a customer-centric organization; that caters to all segments, offering unique value for each; based on sales and service excellence, supported by world-class technology. In line with these efforts, Danamon aspires to be the company of choice to work for and respect all stakeholders while upholding the five corporate values: caring, honest, striving for excellence, cooperation, and professionalism.

Management talent development, apart from being one of the factors of human resource development in an organization, is also an effort to develop the quality or capability of human resources through employee planning, training, and management of personnel or employees to achieve an optimal result. It implies that this activity also teaches new skills, improves existing skills, and influences employee attitudes. According to Andrew, quoted by Mangkunegara (2016), distinguishing between development and training is a short-term employee process that uses systematic and organized procedures, non-managerial employees learn technical knowledge and skills in a limited manner so that it can be viewed as a long-term employment process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve common goals. Human resource development is important to pay attention to employees, or employees are very important assets in achieving organizational goals, namely the goals desired by the organization. In addition, in human resource development activities, it is necessary to have good coordination between each existing work unit to achieve the desired goals. Human resource development is important to pay attention to employees, or employees are very important assets in achieving organizational goals, namely the goals desired by the organization. In addition, in human resource development activities, it is necessary to have good coordination between each existing work unit to achieve the desired goals. Human resource development is important to pay attention to employees, or employees are very important assets in achieving organizational

goals, namely the goals desired by the organization. In addition, in human resource development activities, it is necessary to have good coordination between each existing work unit to achieve the desired goals.

Another factor that is also important to consider in an organization is career development. Policies related to one's career path will give organizational members a clearer picture of their career plans. When they can have the opportunity to get promoted, become a manager or other when they can occupy a certain position, what skills they improve to achieve that position besides a clear understanding of what achievements they must achieve for the position. The clarity of career paths is very important for employees.

Not all employees have a clear and written career plan; this is also the case with companies. As a result, it is not uncommon for employees to protest their careers' unclear future. Ignorance of career boundaries with all the rules adds to the problem of dissatisfaction among employees. If this is allowed to drag on, there will be an uncomfortable working atmosphere that can affect employee performance. Career has been defined as the sequence of positions held on the job. Kaseger (2016) argues, "As expertise, experience, and performance increase, it can move through the positions of senior engineer and senior technician. In the end, a career has been described as an employee characteristic. Each employee consists of various jobs, positions,

Talent management is an important matter taken seriously by many organizations and senior executives who lead these organizations (Smilansky, 2008). The importance of talent is largely due to the reduced stability of the senior executive group. Therefore, it is very important to understand the relationship between a particular strategy and the type of leader suitable for bringing the organization to its goals.

Every executive in an institution or organization must have talent that can be related to everyone. Likewise, with PT. Bank Danamon, systematic talent management begins with clarity on the leadership standards required in the field.

The success or failure of any talent management effort depends on the level of importance set to have the best executives in PT. Bank Danamon. But now, it is increasingly difficult to find and retain talented employees, so implementing human resource development programs through talent management at UT is very important to find the right people to occupy the positions offered in the future. Because talent management regeneration is one way that can be done to maintain and create organizational excellence, it is hoped that by getting talented employees, UT will have new leadership cadres that can be promoted to lead UT.

1. Human Resource Development

The development of human resources in an organization is very important in order to achieve a common goal. Therefore, the implementation of HR development needs to pay attention to factors both within the organization itself and outside the organization concerned, namely internal factors and external factors. According to Thoha in Sutrisno (2020: 91), development is a long-term employee process that uses systematic and organized procedures in which managers learn conceptual and theoretical knowledge to achieve general goals.

2. Career development

According to Handoko (2020:123), "Career is all jobs (positions) that are handled or held during one's working life." A career path is a pattern of sequential jobs that make up a person's career

3. Management Talent Establishment

The theory of talent management by Moczydlowska (2012) states that it is a practical form of knowledge and action. In the context of talent, where creativity must be the essence. It happens because there are many facts about the concept of talent used in organizational management procedures. The concept of talent is widely applied by companies as well. Talent cannot be measured and seen as something above average but is measured by matching expectations.

4. Research Model

According to Sugiyono (2018), "The research model is a synthesis that reflects the relationship between the variables studied and is a guide for solving research problems and formulating hypotheses in the form of a flow chart equipped with qualitative explanations." In this study, the research model is made as follows:
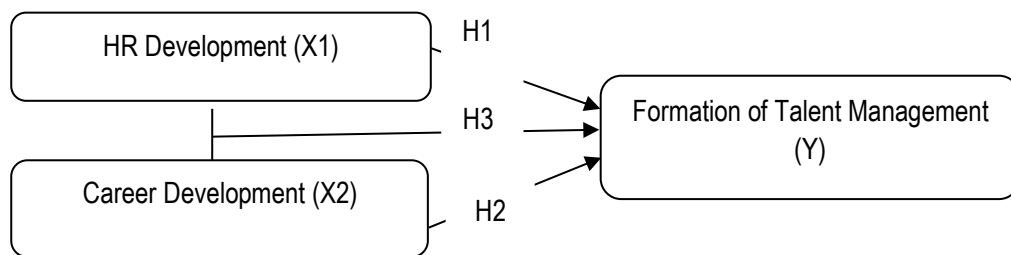

Figure 1. Research Model Paradigm

5. Research Hypothesis

The hypothesis that the researcher proposes is as follows:

H1: It is suspected that there is a significant influence on the development of human resources on the formation of talent management at PT. Bank Danamon Tbk, In Bandung Area.

H2: It is suspected that there is a significant influence on career development on the formation of talent management at PT. Bank Danamon Tbk, In Bandung Area.

H3: It is suspected that there is a significant influence on the simultaneous development of human resources and career development on the formation of talent management at PT. Bank Danamon Tbk, In Bandung Area.

METHOD

The type of research used in research i is quantitative research, while the data analysis methods used are instrument test, classical assumption test, regression, correlation coefficient, coefficient of determination, and hypothesis testing. The population in this study were the respondents of PT. Bank Danamon Tbk, In the Bandung Area. At the same time, the sampling technique in this study is a saturated sample, where all members of the population are used as samples. Thus the sample in this study amounted to 96 respondents.

RESULT and DISCUSSION

1. Instrument Test

In this test, validity and reliability tests are used. The validity test is intended to determine the accuracy of the data regarding the suitability between what is to be measured and the measurement results. According to Sugiyono

(2018), "Valid means that there is a similarity between the data collected and the actual data." Meanwhile, Ghozali (2015) argues, "A questionnaire is said to be valid if the questions on the questionnaire can reveal something that the questionnaire will measure." To test the validity, the significance value of 2 tailed is compared to 0.05 with the following conditions:

1) If the significance value of 2-taled <0.05, then the instrument is valid,

2) If the 2-taled significance value > 0.05, then the instrument is invalid,

From the test results, it was obtained that each statement item for all variables obtained a 2-tailed significance value of 0.000 <0.05; thus, the instrument was valid.

The next test is uni reliability. The reliability test analysis model used in this study is the Cronbach Alpha model. According to Ghozali (2013), "reliability is a tool to test the consistency of respondents' answers to questions in the questionnaire. A questionnaire is reliable if a person's answer to a question is consistent or stable over time. The measurement is carried out by using Cronbach's Alpha analysis. Ghozali (2013) classifies Cronbach's Alpha values as follows:

1) If the value of Cronbach's Alpha > 0.60, then it is declared reliable,

2) If Cronbach's Alpha value < 0.60, it is declared unreliable,

The test results are as follows:

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Alpha Critical Standard	Information
Development (HR) (X1)	0.705	0.600	Reliable
Career development (X2)	0.704	0.600	Reliable
Formation of Management Talent (Y)	0.708	0.600	Reliable

Based on the above examination results, the overall HR Development variable (X1), Career Development (X2), obtained a Cronbach alpha value greater than 0.600. Thus declared reliable.

2. Classic assumption test

A classical assumption test is intended to determine the accuracy of data. According to Singgih Santoso (2015), "A regression model will be used for forecasting; a good model is a model with minimal forecasting errors." Therefore, a model before being used should meet several assumptions, which are commonly called

classical assumptions. In this study, the classical assumption tests used include Normality Test, Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The results are as follows:

a. Normality test

The normality test was conducted to test whether the dependent and independent variables were normally distributed or not normally distributed in the regression model. The results of the normality test using the Kolmogorov-Smirnov Test are as follows:

Table 2. Kolmogorov-Smirnov . Normality Results

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Formation of talent management (Y)	.089	96	.057	.976	96	.070

Based on the test results in the table above, a significance value of 0.057 is obtained where the value is greater than the value of = 0.050 or (0.057 > 0.050). Thus, the assumption of the distribution of equations in this test is normal.

b. Multicollinearity Test

Multicollinearity testing was carried out to ensure that the independent variables did not have multicollinearity or did not have a correlation effect between the variables set as models in the study. Multicollinearity test was carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF). The test results are as follows:

Table 3. Multicollinearity Test Results with Collinearity Statistics.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	9.581	3.017			
	HR Development (X1)	.347	.089	.352	.645	1.550
	Career development (X2)	.426	.088	.442	.645	1.550

Based on the test results in the table above, the tolerance value of each independent variable is 0.645 < 1.0, and the Variance Inflation Factor (VIF) value is 1.550 < 10; thus, this regression model does not occur multicollinearity.

c. Autocorrelation Test

Autocorrelation testing is used to determine whether or not there are deviations in the correlation between sample members. The test was carried out with the Darbin-Watson test (DW test). The test results are as follows:

Table 4. Autocorrelation Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.710a	.504	.494	2,661	1984

a. Predictors: (Constant), Career Development (X2), HR Development (X1)

b. Dependent Variable: Formation of management talent (Y)

The test results in the table above obtained the Durbin-Watson value of 1,932. The value is between the intervals 1,550 – 2,460. Thus, the regression model stated that there was no autocorrelation disorder.

d. Heteroscedasticity Test

Heteroscedasticity testing is intended to test whether in a regression model there is an inequality of residual variance. The test results are as follows:

Table 5. Heteroscedasticity Test Results with Glejser Test Model

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,996	1,929		1.553	-124
	HR Development (X1)	.013	.057	.029	.224	.823
	Career development (X2)	-.039	.056	-.090	-.699	.486

a. Dependent Variable: RES2

The results of the test using the glejser test obtained the value of Sig. > 0.05. Thus, the regression model has no heteroscedasticity disorder.

3. Descriptive Analysis

This test is used to determine each variable's minimum and maximum scores, mean scores, and standard deviations. The results are as follows:

Table 6. Results of Descriptive Statistics Analisis Analysis

Descriptive Statistics

	N	Minimum	Maximum	mean	Std. Deviation
HR Development (X1)	96	31	46	37.85	3,800
Career development (X2)	96	30	44	37.59	3.879
Formation of talent management (Y)	96	31	46	38.72	3,741
Valid N (listwise)	96				

Human resource development obtained a minimum variance of 31 and a maximum variance of 46 with a mean score of 3.78 with a standard deviation of 3.800.

Career development obtained a minimum variance of 30 and a maximum variance of 44 with a mean score of 3.75 with a standard deviation of 3.879.

The formation of talent management obtained a minimum variance of 31 and a maximum variance of 46 with a mean score of 3.87 with a standard deviation of 3.741.

4. Quantitative Analysis.

This analysis is intended to determine the effect of the independent variable on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 7. Multiple Linear Regression Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.581	3.017		3.175	.002
	HR Development (X1)	.347	.089	.352	3.875	.000
	Career development (X2)	.426	.088	.442	4.859	.000

Based on the test results in the table above, the regression equation Y = 9.581 + 0.347X1 + 0.426X2. From these equations, it is explained as follows:

1) A constant of 9.581 means that if there is no human resource development and career development, then there is a value of 9.581 points for talent management formation.

2) The regression coefficient of human resource development is 0.347; this number is positive, meaning that every time there is an increase in human resource development of 0.347, the formation of management talent will also increase by 0.347 points.

3) The regression coefficient for career development is 0.426; this number is positive, meaning that every time there is an increase in the career development of 0.426, the formation of management talent will also increase by 0.426 points.

b. Correlation Coefficient Analysis

Correlation coefficient analysis is intended to determine the level of strength of the relationship of the independent variable to the dependent variable either partially or simultaneously. The test results are as follows:

Table 8. Correlation Coefficient Test Results Human Resource Development Against the formation of talent management.

Correlationsb

		Career development (X1)	Formation of talent management (Y)
Career development (X1)	Pearson Correlation	1	.615**
	Sig. (2-tailed)		.000
Formation of talent management (Y)	Pearson Correlation	.615**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=96

The test results obtained a correlation value of 0.615, meaning that human resource development has a strong relationship with the formation of management talent.

Table 9. Results of Testing the Correlation Coefficient of Career Development on the formation of talent management.

Correlationsb

		Human resource development (X2)	Formation of talent management (Y)
Human resource development (X2)	Pearson Correlation	1	.652**
	Sig. (2-tailed)		.000
Formation of talent	Pearson Correlation	.652**	1

| management (Y) | Sig. (2-tailed) | | .000 | |

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=96

The test results obtained a correlation value of 0.652, meaning that career development has a strong relationship with the formation of management talent.

Table 10. Correlation Coefficient Test Results in Human resource development and career development simultaneously on the formation of talent management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710a	.504	.494	2,661

a. Predictors: (Constant), Career Development (X2), HR Development (X1)

The test results obtained a correlation value of 0.710, meaning that human resources and career development simultaneously have a strong relationship with the formation of management talent.

c. Coefficient of Determination Analysis

The coefficient of determination analysis is intended to determine the percentage of the influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

Table 11. Results of Testing the Coefficient of Determination of Human Resource Development on the formation of talent management

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615a	.379	.372	2,964

a. Predictors: (Constant), HR Development (X1)

Based on the test results obtained a determination value of 0.379, meaning that the development of human resources has an influence contribution of 37.9% on the formation of management talent.

Table 12. The Result of the Coefficient of Determination of Career Development on the formation of talent management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710a	.504	.494	2,661

a. Predictors: (Constant), Career Development (X2), HR Development (X1)

Based on the test results, the determination value is 0.504, meaning that the development of human resources and career development simultaneously has a contribution of 50.4% influence on the formation of talent management, while other factors influence the remaining 49.6%.

d. Hypothesis testing
Partial hypothesis test (t-test)

Hypothesis testing with a t-test is used to determine which partial hypothesis is accepted.

The first hypothesis: There is a significant influence of human resource development on the formation of talent management.

The second hypothesis: There is a significant effect of career development on the formation of talent management.

Table 14. Hypothesis Test Results in Human resource development on the formation of talent management.

		Coefficientsa				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15,789	3.045		5.186	.000
	HR Development (X1)	.606	.080	.615	7.569	.000

a. Dependent Variable: Formation of management talent (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (7.569 > 1.986), thus the first hypothesis proposed that there is a significant influence between human resource development on the formation of talent management is accepted.

Table 15. Hypothesis Test Results Career Development Against the formation of talent management.

		Coefficientsa				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	15,096	2.852		5,293	.000
	Career development (X2)	.628	.075	.652	8.326	.000

a. Dependent Variable: Formation of management talent (Y)

Based on the test results in the table above, the value of t arithmetic > t table or (8.326 > 1.986), thus the second hypothesis proposed that there is a significant influence between career development on the formation of talent management is accepted

Simultaneous Hypothesis Testing (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypothesis is accepted.

The third hypothesis There is a significant influence between human resource development and career development on the formation of talent management.

Table 16. Hypothesis Test Results in Human resource development and career development on the formation of talent management.

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	670,667	2	335,333	47,342	.000b
	Residual	658,739	93	7.083		
	Total	1329,406	95			

a. Dependent Variable: Formation of management talent (Y)
b. Predictors: (Constant), Human resource development (X2), Career Development (X1)

Based on the test results in the table above, the calculated F value > F table or (47.342 > 2,700), thus the third hypothesis proposed that there is a significant influence between human resource development and career development on the formation of talent management is accepted.

1. Influence of human resource development on the formation of talent management.

The analysis results found that the human resource development variable had a significant effect on the formation of talent management with a correlation value of 0.615, meaning that the two variables had a strong relationship with the contribution of 37.9%. Testing the hypothesis obtained the value of t arithmetic > t table or (7.569 > 1.986). Thus the first hypothesis proposed a significant effect between human resource development on the formation of talent management is accepted.

2. The Influence of Career Development on the formation of talent management.

The analysis results found that the career development variable had a significant effect on the formation of talent management with a correlation value of 0.652, meaning that the two variables had a strong relationship with a contribution of 42.4%. Testing the hypothesis obtained the value of t arithmetic > t table or (8.326 > 1.986). Thus, the second hypothesis proposed a significant effect between career development and the formation of talent management is accepted.

3. Influence of human resource development and career development on the formation of talent management.

From the results of the analysis, it is found that the variables of human resource development and career development have a significant effect on the formation of management talent by obtaining the regression equation $Y = 9.581 + 0.347X1 + 0.426X2$, the correlation value of 0.710 means that the two variables have a strong relationship with the contribution of 50.4 influence % while other factors influence the remaining 49.6%. The calculated F value obtains hypothesis testing> F table or (47.342 > 2,700). Thus, the third hypothesis proposed that there is a significant effect between human resource development and career development on the formation of talent management is accepted.

CONCLUSION

a. Human resource development has a significant effect on the formation of talent management; the correlation value is 0.615 or strong with a contribution of 37.9%. Hypothesis test obtained value of t count > t table or (7,569 > 1,986). Thus there is a significant influence between the development of human resources on the formation of talent management at PT. Bank Danamon Tbk, In Bandung Area.

b. Career development has a significant effect on the formation of talent management with a correlation value of 0.652 or strong with a contribution of 42.4% influence. Hypothesis test obtained value of t arithmetic > t table or (8.326 > 1.986). Thus, career development has a significant influence on the formation of talent management at PT. Bank Danamon Tbk, In Bandung Area.

c. Human resource development and career development have a significant effect on the formation of talent management with a correlation value of 0.710 or strong with a contribution of 50.4% influence while other factors influence the remaining 49.6%. Hypothesis test obtained value of F arithmetic > F table or (47.342 > 2,700). Thus there is a significant influence between human resources and career development simultaneously on the formation of talent management at PT. Bank Danamon Tbk, In Bandung Area.

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