The Influence Of Talent Management On Employee Performance With Service Quality As In Intervening Variable (Case Study At Dental Hospital Of Cimahi City)

Pengaruh *Talent Management* Terhadap Kinerja Pegawai Dengan Kualitas Pelayanan Sebagai Variabel *Intervening* (Studi Kasus Di RS Khusus Gigi Dan Mulut Kota Cimahi)

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ABSTRACT
The study aims to analyze how talent management affects staff performance with quality of service as an intervening variable at Dental Hospital of Cimahi City, West Java. The study uses a quantitative approach with a survey method and a population of 70 people with a sample of 32 respondents in the study. The data analysis technique used is path analysis using SPSS version 25. The results of the hypothesis resulted in talent management having a positive influence on the performance of staff, talent management has an impact on the quality of service, service quality has a positive effect on staff performance, talent Management has an indirect positive impact on staff's performance through service quality.
Keywords: *Staff Performance, Service Quality, Talent Management.*

ABSTRAK
Penelitian ini bertujuan untuk menganalisis bagaimana *talent management* berpengaruh terhadap kinerja pegawai dengan kualitas pelayanan sebagai variabel intervening di Rumah Sakit Khusus Gigi dan Mulut Kota Cimahi, Jawa Barat. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei dan jumlah populasi sebanyak 70 orang dengan jumlah sampel responden dalam penelitian ini sebanyak 32 orang. Teknik analisis data yang digunakan adalah analisis jalur dengan menggunakan alat SPSS versi 25. Hasil hipotesis menghasilkan *talent management* memiliki pengaruh positif terhadap kinerja pegawai, *talent management* memiliki pengaruh terhadap kualitas pelayanan, kualitas pelayanan memiliki pengaruh positif terhadap kinerja pegawai, *talent management* memiliki pengaruh positif secara tidak langsung terhadap kinerja pegawai melalui kualitas pelayanan**.**
Kata Kunci: Kinerja Pegawai; Kualitas Pelayanan; *Talent Management*.

1. Introduction

The healthcare sector of a country has a significant impact on the overall economy and health of the nation (Abdullah et al., 2021) (Abdullah et al., 2021). Jobs in the healthcare sector entail high pressure and long working hours. Furthermore, as a crucial industry, healthcare service centers must provide facilities and services more promptly compared to other service sectors (Abdullah et al., 2021). With the increasing emphasis and attention to patient expectations regarding the received services, healthcare organizations need to incorporate new assessment dimensions into their quality management processes that go beyond mere customer satisfaction measurement. The emerging concept known as service quality addresses this need (Akdere et al., 2020). Service quality depicts a dynamic condition related to products, services, people, processes, and environments that meet or possibly exceed expectations (Bismart et al., 2021).

The achievement of organizational or company goals is inseparable from effective human resource management. The quantity of human resources in an organization/company, whether large or small, is not used as a benchmark for success in achieving organizational/company goals (Iswandi, 2021). One crucial human resource management activity in acquiring high-quality resources is the recruitment and selection process for new

employees. Human resource management also efficiently organizes the roles of individual resources and maximizes productivity, thus enabling the achievement of organizational goals (Aulia, 2019). Hospitals can provide better healthcare services to the community by implementing effective strategies to enhance employee performance. There are several strategies to improve employee performance, such as training and development programs and performance assessment systems. Training and development programs assist employees in acquiring the knowledge and skills necessary to perform their jobs effectively (Pramida & Mulyanti, 2023).

Hospitals are one of the organizations that play a crucial role in providing healthcare services to the community. Hospitals must have effective work systems and performance to ensure the delivery of quality services. However, many hospitals still encounter challenges in improving employee performance, such as high absenteeism rates, low productivity, and unsatisfactory service quality (Pramida & Mulyanti, 2023).
This research aims to enhance the understanding of talent management and employee performance at the Special Dental and Oral Hospital in the City of Cimahi. Additionally, the study involves service quality to mediate the influence of talent management on employee performance and to identify factors influencing employee performance that can contribute to improving the quality of employees at the Special Dental and Oral Hospital in the City of Cimahi.

2. Theory and Hypotheses
Talent Management

Talent management is a set of initiatives undertaken by companies through the process of identifying, developing, and retaining talented employees to align the right employees with the right jobs and times based on the company's strategic goals and priorities. This is done by optimizing the performance of talented employees to create business excellence and achieve the company's vision (Astuti et al., 2018). t refers to the organization's ability to recruit, reward, manage, and retain a significant number of talented employees available in the labor market (Kaleem, 2019).

Service Quality

Service quality is the gap between customers' expectations of service and their impressions after experiencing the service (Almomani et al., 2020). According to Bismart et al., (2021) and Takwim et al. (2022), service quality is also defined as something related to meeting the expectations or needs of customers (the public), where a service is considered of quality if it can provide products or services in accordance with the needs of customers (the public).

Performance

Employee performance is generally determined through tasks or assignments given to them. Task performance may encompass presence at the workplace, job quality, output quantity, and timeliness. It also includes aspects of cooperation and behavior (Kaleem, 2019).

Hyphoteses

Several studies state that talent management influences employee performance. According to (Sopiah et al., 2020) *talent management has a positive and significant effect on the performance of nurses in Indonesia. This is indicated by nurses being able to complete tasks according to the standards set by the hospital and being willing to work beyond the standard time to provide excellent service to patients. They fulfill their duties as nurses and can utilize available resources effectively. Consistent with the research by* (Bibi, 2018) which asserts that talent management through recruitment and selection has a positive impact on the performance of employees, playing a crucial role in attracting talented employees that

ultimately affects employee performance in healthcare organizations. Based on these descriptions, the first hypothesis is proposed:

H₁ : *Talent management has a positive impact on employee performance.*

According to (Nafei, 2015) *talent management is significantly and positively related to service quality. In other words, talent management is more effective in achieving service quality, and higher talent management is more likely to attain high profits. It is crucial to maintain the service quality provided by employees to patients* (Pahrudin & Jalaludin, 2022). Based on these descriptions, the second hypothesis is proposed:

H₂ : *Talent management has a positive impact on service quality*

Service quality has a positive and significant impact on nurse performance (Hadiwijaya, 2018). The achievement of service quality is closely related to the performance of employees, as employees are the frontline in implementing services in an organization (Bismart et al., 2021). Service quality has a positive and significant influence on employee performance (Poetri et al., 2020). Based on these descriptions, the third hypothesis is proposed:

H₃ : *Service quality has a positive impact on performance employee*

It is crucial to adopt an integrated approach in employee development to achieve company goals and enhance service quality. Effective talent management strategies, such as quality-focused selection and recruitment, continuous training, and performance assessment, are key to producing a competent workforce ready to face company challenges (Hia et al., 2023). Based on the research findings (Astuti et al., 2018) there is a positive and significant influence between recruitment and training on employee performance, and there is a positive and significant influence between employee performance and service quality. Based on these descriptions, the fourth hypothesis is proposed:

H₄ : *Talent management has a positive impact on employee performance, mediated by service quality*

Based on the description of the relationships between variables in the theoretical framework above, namely the influence of talent management on employee performance mediated by service quality, it is manifested in the conceptual model shown in the following figure:
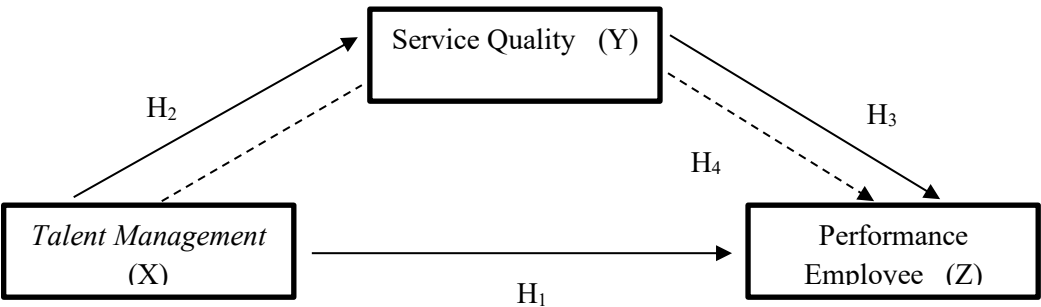
Picture 1. Conceptual Framework
Source: Data Processing, 2024

3. Research Method

The research employed a descriptive study, describing the influence of talent management on employee performance through service quality at the Special Dental and Oral Hospital in the City of Cimahi. The study population consists of 70 employees at the Special Dental and Oral Hospital in the City of Cimahi, with a sample size of 32 respondents. Data were

collected through a survey using a questionnaire. The research utilized a Likert scale with five predicate levels for each alternative response, including strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Hypothesis testing was conducted using path analysis with SPSS 25 software.

4. Analysis Results

The results of the structural path analysis model to examine the influence of talent management on employee performance through service quality are as follows:

Table 1. Results of Determination Coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.766	.750	1.900

a. Predictors: (ConstantService Quality, Talent Management

Source: Secondary data processed, 2024.

Furthermore, based on the table above, it can be seen that the R-square value is 0.766. This indicates that the contribution of the influence of talent management (X) and service quality (Y) on employee performance (Z) is 76.6%, while 23.4% is the contribution of other variables not examined in this research model. In finding the value of ε_1, the formula $\sqrt{(1-0.766}=0.484$ can be used.

Table 2. Results of SPSS Path Analysis of Talent Management on Service Quality

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	7.878	4.069		1.936	.062
Talent Management	.755	.159	.655	4.745	.000

a. Dependent Variable: Service Quality

Source: Secondary data processed, 2024.

Based on the SPSS output above, it provides a standardized beta value for talent management (X) of 0.655, which is significant at 0.000, less than 0.05. This means that talent management influences service quality.

Table 3. Results of SPSS Path Analysis of Talent Management on Employee Performance Through Service Quality

| Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	12.551	2.366		5.306	.000
Talent Management	.301	.115	.310	2.609	.014
Service Quality	.539	.100	.640	5.382	.000

a. Dependent Variable: Employee Performance

Source: Secondary data processed, 2024.

Based on Table 3, the structural equation obtained is as follows:

$$Z = 0{,}310\,X + 0{,}640\,Y + \varepsilon_1$$

Based on the results of the structural equation model, it can be observed from the coefficients table that the standardized beta value for talent management is 0.310, and for service quality is 0.640, with t-values of 2.609 and 5.382, respectively. These t-values are greater than the critical t-value of 2.042. Furthermore, the significance values for both variables, talent management = 0.014 and service quality = 0.000, are less than 0.05. These results lead to the

conclusion that the regression model, including talent management (X) and service quality (Y), significantly influences employee performance (Z). This can be seen in the structural model below:

$R^2 = 0,766$

Service Quality (Y)

$\varepsilon_1 = 0,484$

0,655

0,640

Talent Management (X)

Employee Performance (Z)
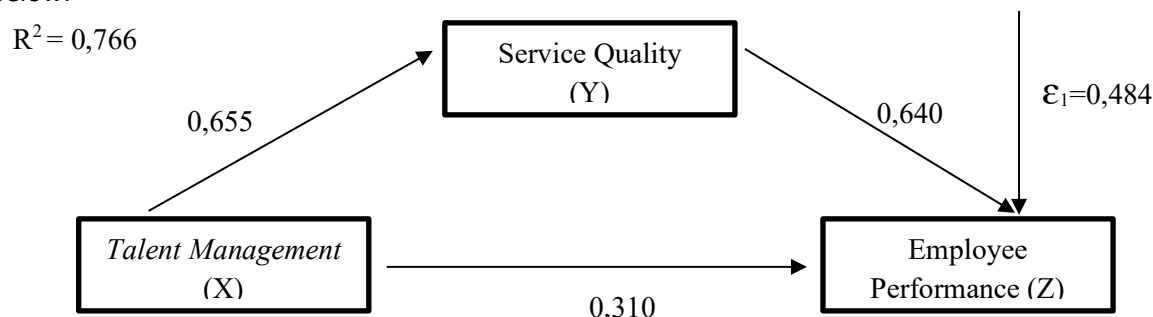
0,310

Picture 2. Conceptual Framework
Source: Secondary data processed, 2024.

Based on the above figure, it shows that the direct influence of talent management (X) on employee performance (Z) is 0.310, while the indirect influence of talent management (X) through service quality (Y) on employee performance (Z) is the multiplication of the beta value for X on Y with the beta value for Y on Z, which is 0.655 x 0.640 = 0.4192. Thus, the total influence of talent management (X) on employee performance (Z) is the sum of the direct influence and the indirect influence of talent management (X) through service quality (Y) on employee performance (Z), which is 0.310 + 0.4192 = 0.7292. Based on the calculated results, it can be seen that the direct influence is 0.310 and the indirect influence is 0.4192, indicating that the indirect influence is greater than the direct influence. This result indicates that indirectly, talent management (X) through service quality (Y) has a significant influence on employee performance (Z). Thus, the management of the Special Dental and Oral Hospital in the City of Cimahi can prioritize talent management activities, including recruitment, selection, training and development, as well as improving the quality of hospital services, in order to have a positive impact on the performance of hospital employees.

Discussion
1. **The Impact of Talent Management on Employee Performance at the Special Dental and Oral Hospital in the City of Cimahi.**
   Based on the results of the H1 testing, we successfully reject the null hypothesis (H0); in other words, the alternative hypothesis (Ha) is accepted, as it has a t-value of 2.609, which is greater than the critical t-value of 2.042, and a significance value of 0.014, which is less than 0.05. Thus, it can be concluded that talent management has a positive influence on employee performance. This interpretation suggests a positive relationship between talent management and employee performance, meaning that the higher the implementation of talent management, the better the employee performance. This finding supports previous research results (AL-Hussaini. et al., 2019; Bibi, 2018; Efendi, 2021; Kaleem, 2019; Sopiah et al., 2020) stating that talent management positively influences employee performance. The research results indicate a reciprocal relationship between talent management and employee performance assessment. Once the employee performance assessment results are obtained, the next step is to implement talent management.
2. **The Impact of Talent Management on Service Quality at the Special Dental and Oral Hospital in the City of Cimahi.**
   Based on the results of the H2 testing, we successfully reject the null hypothesis (H0); in other words, the alternative hypothesis (Ha) is accepted, as it has a t-value of 4.745, which is greater than the critical t-value of 2.042, and a significance value of 0.000, which is less than

0.05. Thus, it can be concluded that talent management has a positive influence on service quality. This implies a positive relationship between talent management and service quality, meaning that the higher the level of talent management, the higher the service quality achieved by employees. This finding supports previous research results (Ahmend & Llyas, 2018; HJ et al., 2016; Nafei, 2015; Pahrudin & Jalaludin, 2022) indicating the need to provide effective talent management indicators such as training to hospital staff and practitioners comprehensively to improve service quality in the healthcare sector.

3. **The Impact of Service Quality on Employee Performance at the Special Dental and Oral Hospital in the City of Cimahi.**
   Based on the results of the H3 testing, we successfully reject the null hypothesis (H0); in other words, the alternative hypothesis (Ha) is accepted, as it has a t-value of 5.382, which is greater than the critical t-value of 2.042, and a significance value of 0.000, which is less than 0.05. Thus, it can be concluded that service quality has a positive influence on employee performance. This implies a positive relationship between service quality and employee performance, meaning that the higher the quality of service applied, the higher the employee performance achieved. This finding supports previous research results from (Abdullah et al., 2021; Bismart et al., 2021; Hadiwijaya, 2018; Poetri et al., 2020) stating that higher employee performance can improve service quality.

4. **The Impact of Talent Management on Employee Performance Through Service Quality at the Special Dental and Oral Hospital in the City of Cimahi**
   Based on the results of the H4 testing, we successfully reject the null hypothesis (H0); in other words, the alternative hypothesis (Ha) is accepted, as it has a β H4 value of 0.4192, which represents the indirect influence. The results indicate that the indirect influence is greater than the direct influence, which has a β H1 value of 0.31 based on the path analysis. The indirect influence of talent management on employee performance through service quality as an intervening variable is greater than the direct influence. This finding supports research conducted by (Astuti et al., 2018; Hia et al., 2023) stating that talent management development has a positive and significant influence on employee performance, which can be interpreted as improved employee performance leading to an increase in service quality.

5. **Conclusion**
1. Talent management has a positive influence on employee performance at the Special Dental and Oral Hospital in the City of Cimahi. This can be interpreted as a positive relationship between talent management and employee performance, indicating that the higher the implementation of talent management, the better the employee performance.
2. Talent management has a positive influence on service quality at the Special Dental and Oral Hospital in the City of Cimahi. This can be interpreted as a positive relationship between talent management and service quality, meaning that the higher the level of talent management, the higher the service quality achieved by employees.
3. Service quality has a positive influence on employee performance at the Special Dental and Oral Hospital in the City of Cimahi. This can be interpreted as a positive relationship between service quality and employee performance, indicating that the higher the implementation of service quality, the better the employee performance obtained.
4. Talent management has a positive influence on employee performance mediated by service quality at the Special Dental and Oral Hospital in the City of Cimahi. The indirect influence of talent management on employee performance through service quality as an intervening variable is greater than the direct influence.
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