

Effect of Talent Management, Work Commitment, and Readiness to Change on the Performance of State Civil Apparatus at the Deli Serdang Regency Land Office with Work Stress as an Intervening Variable

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ABSTRACT

The purpose of this research is to find out and analyze effect of talent management, work commitment, and readiness to change on the performance of state civil apparatus at the Deli Serdang Regency Land Office with work stress as an intervening variable. This type of research is explanatory research with a quantitative approach. In this study, the population was state civil apparatus at the Deli Serdang Regency Land Office, totaling 114 employees. By using a saturated sample, the sample in this study was 114 employees. Data analysis in this research uses path analysis. The research results show that Talent management has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Work commitment has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Readiness to change has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Talent management has a positive and significant effect on the performance of state civil apparatus at the

Deli Serdang Regency Land Office. Work commitment has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Readiness to change has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Work stress has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office through work stress. Work commitment has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office through work stress. Readiness to change has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office through work stress.

Keywords: Talent Management, Work Commitment, Readiness to Change, Performance, Work Stress

INTRODUCTION

Facing competition from countries in the world that is very tight, fast, and unpredictable, as well as an increasingly complicated situation, will be a challenge for every country in the world, including Indonesia. The world is facing a situation of volatility, uncertainty, complexity, and ambiguity. Volatility means the world is prone to changing very quickly and unpredictably, uncertainty means the future is full of uncertainty, complexity means the situation faced is increasingly complex and complicated, and ambiguity means it is increasingly confusing and difficult to understand, giving rise to various interpretations.

The Government of the Republic of Indonesia is currently faced with various complex strategic problems and global challenges, especially in achieving national development goals and improving the quality of public services. The public or public service users often frown when asked about the quality of public services in Indonesia. The public can immediately imagine how complicated it is to deal with government bureaucratic services, starting from requirements that are difficult to fulfill, requiring a long time and process, expensive costs, and long-winded processes, as well as the rampant practices of corruption, collusion and nepotism that occur in all government agencies. This is suspected to be a result of the low levels of integrity, competence, and performance of the state civil apparatus.

Phenomena that occur in various government agencies include the rise of negative practices in the acquisition and filling of important or critical positions, positions that are considered important are often empty for too long after being left by the previous office holder, the state civil apparatus feels. There is no organizational effort to develop individual competencies and skills, state civil servants do not know where their career and future will lead, this phenomenon causes low employee job

satisfaction and a sense of belonging and work commitment to the organization so that it is suspected to be some of the causes of poor performance of state civil servants.

Human resource management has developed far from before, especially where currently management carries out more strategic functions than administrative functions. One of the strategic functions of human resources in an organization is to prepare human resources or talents within the organization that have the potential to support the achievement of organizational strategy, improve employee performance, and also employee engagement. Likewise, the quality of talent must meet the required qualifications, bearing in mind that the function of talent in employees really supports work in an organization, where employees work to realize improvements in organizational performance compared to before.

The performance of employees will influence the performance of the agency and every employee is required to make a positive contribution through good performance, remembering that organizational performance depends on the performance of its employees. Sinambela (2016) suggests that employee performance is defined as an employee's ability to perform certain skills. The performance of these employees can improve if organizations pay attention to the talent management strategies they use to fill top management positions to technical executive employees with qualified people. Therefore, the challenge for this organization is to increase the performance achievements of their employees. Which can be measured through the results or performance of employees through talent management, work commitment, and readiness to change. The performance assessment of the Ministry of Agrarian Affairs and Spatial Planning or the National Land Agency is measured based on the assessment of main performance indicators which are indicators of success in achieving

strategic targets that have been determined in the performance agreement of the Ministry of Agrarian Affairs and Spatial Planning or the National Land Agency.

According to Lewis and Heckman (2016), in a broader scope, talent management also means how an organization manages its resources starting from the recruitment process, employee placement, job assessment, training and career development, so that ultimately the organization's goals can be achieved. One of the goals to be achieved is improving employee performance.

Tusang and Tajuddin (2015) stated that there is a significant positive impact of talent management on employee engagement. These findings were produced through research that explored understanding talent management practices as a strategy to influence employee engagement which significantly influences performance in organizations.

Talent management is a strategy for how an agency acquires, develops, retains and places potential and high-performing talent or employees in line with agency goals and strategies. Talent management can also be interpreted as strategic management to manage the flow of talent in an organization with the aim of ensuring the availability of a supply of talent to align the right employees with the right jobs at the right time based on the agency's strategic goals and organizational activity priorities.

Talent management is about selecting and developing people who are considered talented in the organization to create a group of people whose talents can be developed into an investment in the organization. The group of people who have this talent is also called the talent pool (Viany and Susilo, 2018). Talent management is established to clearly focus on training and developing staff within the organization and retaining the best talent.

Before the transformation of the human resource management system at the Deli Serdang Regency Land Office, the emphasis

was more on employees' length of service rather than achievements or performance achieved in the form of promotions or increases in employee class. However, currently the Deli Serdang District Land Office has implemented a talent management system which aims to improve performance.

Poor working conditions have the potential to cause stress for workers. Stress in the work environment cannot be avoided, what can be done is how to manage, overcome or prevent stress from occurring, so that it does not interfere with work (Notoatmodjo, 2003). Whether or not the predetermined organizational goals are achieved depends on the employees in the organization. As is known, whether or not the goals of an organization are achieved depends greatly on the successful implementation of the responsibilities given to the work implementer and the discipline of the person carrying out the work. An employee's sense of responsibility, work discipline, and work initiative are a reflection of the employee's own performance.

The purpose of this research is to find out and analyze effect of talent management, work commitment, and readiness to change on the performance of state civil apparatus at the Deli Serdang Regency Land Office with work stress as an intervening variable.

RESEARCH METHODS

This type of research is explanatory research with a quantitative approach. Explanatory research is research to test hypothesized variables (Sugiarto, 2000). This research contains a hypothesis whose truth will be tested. This hypothesis describes the relationship between variables to find out whether the variable is influenced or not by other variables.

Population is a generalized area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Disman et al., 2010). In this study, the population was state civil

apparatus at the Deli Serdang Regency Land Office, totaling 114 employees. A sample is a portion of the entire population with certain characteristics, so it is used as a sample (Koutsoyiannis, 1977). The sample in this research is the total sample or all members of the population. This is because the research carried out is census research where this method is applicable if the population is relatively small or easy to reach and the researcher wants to make generalizations with a very low margin of error. The sampling method used is non-probability sampling with a sampling technique, namely a saturated sample or the total of the population. By using a saturated sample, the sample in this study was 114 employees.

The data collection technique in this research was carried out in this way (Chow, 1983):

1. The questionnaire is a form of questions asked to respondents. The questionnaires distributed relate to the variable indicators in this research.

2. Documentation study, namely the researcher collects and examines data from the Ministry of Agrarian Affairs and Spatial Planning or the National Land Agency and relevant supporting data from books, the internet and journals that support this research.

3. Interviews, namely researchers carrying out direct question and answer activities with respondents in conducting research and exchanging information related to research.

Data analysis in this research uses path analysis. Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables or causal models that have been previously established based on theory (Gujarati, 2003). Path analysis itself does not determine cause-and-effect relationships and also cannot be used as a substitute for researchers to see causal relationships between variables. What path analysis does is determine the pattern of relationships

between three or more variables and cannot be used to confirm or reject imaginary causality hypotheses.

RESULT AND DISCUSSION

General Description

The Land Office is a vertical agency of the Ministry of Agrarian Affairs and Spatial Planning or the National Land Agency in districts or cities which is under and responsible to the Minister of Agrarian Affairs and Spatial Planning or the Head of the National Land Agency through the Head of the Regional Office of the National Land Agency. The Land Office has the task of carrying out some of the duties and functions of the National Land Agency in the district or city concerned through article 29 paragraph 1 and article 30 of the Regulation of the Minister of Agrarian Affairs and Spatial Planning or Head of the National Land Agency of the Republic of Indonesia Number 38 of 2016 concerning the Organization and Work Procedures of Regional Offices National Land Agency and Land Office.

The organizational structure of the Deli Serdang Regency Land Office as a follow-up to Presidential Regulation Number 47 of 2020 concerning the Ministry of Agrarian Affairs and Spatial Planning, Presidential Regulation Number 48 of 2020 concerning the National Land Agency, as well as the regulation of duties and functions in each organizational unit within the Ministry of Agrarian Affairs and Spatial Planning or the National Land Agency has established the organizational structure of the Ministry of Agrarian and Spatial Planning or the Land Agency which is regulated in the Regulation of the Minister of Agrarian and Spatial Planning or the Head of the National Land Agency Number 16 of 2020 concerning the Organization and Work Procedures of the Ministry of Agrarian and Spatial Planning or the National Land Agency and Ministerial Regulation 86 of Agrarian Affairs and Spatial Planning or Head of the National Land Agency Number 17 of 2020

concerning the Organization and Work Procedures of Regional Offices of the National Land Agency and Land Offices.

Hypothesis Test Result

Table 1. Hypothesis Test Result

Variable	Coefficient	Pvalue	Information
$X_1 \rightarrow Y$	0.128	$0.001 < 0.005$	H_a Accepted
$X_1 \rightarrow Z$	0.113	$0.000 < 0.05$	H_a Accepted
$X_2 \rightarrow Y$	0.189	$0.001 < 0.05$	H_a Accepted
$X_2 \rightarrow Z$	0.196	$0.000 < 0.05$	H_a Accepted
$X_3 \rightarrow Y$	0.121	$0.010 < 0.05$	H_a Accepted
$X_3 \rightarrow Z$	0.091	$0.009 < 0.05$	H_a Accepted
$Z \rightarrow Y$	0.368	$0.004 < 0.05$	H_a Accepted
$X_1 \rightarrow Z \rightarrow Y$	0.113	$0.042 < 0.05$	H_a Accepted
$X_2 \rightarrow Z \rightarrow Y$	0.196	$0.072 < 0.05$	H_a Accepted
$X_3 \rightarrow Z \rightarrow Y$	0.091	$0.033 < 0.05$	H_a Accepted

X_1 =Talent Management

X_2 =Work Commitment

X_3 =Readiness to Change

Z=Work Stress

Y=Performance

Source: Processed Data (2024)

Talent management has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. The existence of this talent pool is very useful for the organization, before an employee reaches talent management, he has experienced a lot of work pressure which makes him more motivated and has a lot of experience in his field of work, making him included in the talent pool or talent management category. The talent pool is the most important thing for identifying employees who have high potential to occupy positions in the organization. Not only are leadership qualities that a leader must have, but there are also many other skills and abilities that are very important for a leader, where the requirements for being a leader will influence work stress.

Work commitment has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. This is because human resources are really needed in the organization for the progress of the organization. Commitment to the organization is an attitude that reflects employee loyalty to the organization and an

ongoing process in which organizational members express their concern for the organization and its continued success and progress. The existence of work commitment to the organization triggers employees to feel work stress where employees must have great responsibility and are willing to give all their abilities so that a sense of belonging to the organization arises. This strong sense of ownership will make employees work harder and avoid less productive behavior.

Readiness to change has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Work stress is a situation where the interaction between work conditions and job characteristics results in job demands that exceed the worker's ability to cope with these demands, thus affecting the worker's physiological and psychological conditions. Work environment factors that can influence work stress are role ambiguity, role overload. Organizational changes can result in individuals experiencing role ambiguity because roles may change along with these changes. Apart from that, individual roles in work may also increase or decrease as a

result of organizational changes.

Talent management has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Talent management is the variable that has the greatest influence on employee performance compared to other variables in this research. Because, talent management plays a role in not only improving the quality of performance, but also emphasizing increasing employee capacity and capability through a merit system approach. Talent management is about selecting and developing people who are considered talented in the organization to create a group of people whose talents can be developed into an investment in the organization. The group of people who have this talent is also called the talent pool. The result that an agency can get by using a talent management strategy is filling top management positions with quality people, so that the agency does not need to doubt the performance of employees who will be appointed to the agency's top positions. In addition, talent management can be a comprehensive strategic approach to identifying, evaluating, developing, and allocating talented human resources to help achieve the best performance and organizational activities.

Work commitment has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Organizational commitment is described as the passion of organizational members for their work in an agency and how they express themselves cognitively and emotionally at work. The human resources needed by the agency must have the best organizational commitment obtained based on a long process carried out by the agency. Therefore, agencies are required to be able to retain employees who are highly committed to continuing to support the performance and continuity of the agency. One way that agencies can do this is by increasing the level of organizational commitment of employees in

the agency, so that the performance of competent employees can be maximized.

Readiness to change has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Employees with good readiness for change need to be retained by the organization in order to maintain the level of expertise and skills of employees to complete the work, in addition to achieving the organization's initial goal of making changes. If employees have low readiness to change, the organization will be harmed because employee performance and performance will decrease so that the organization's goals for change are not achieved.

Work stress a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Efforts to improve employee performance include paying attention to employee work stress levels. If high or low levels of work stress persist for a long period of time, it can reduce employee performance because there is a feeling of pressure in carrying out work. High levels of work stress will have an impact on drastically reducing employee performance, but work stress can also have an impact on increasing employee performance if the pressure given can provide motivation for employees and this is not done for a long period of time.

Talent management has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office through work stress. The existence of talent management means that employees are required to take part in training that is not appropriate to their type of work or job description, thereby triggering work stress in employees. Work stress can have an influence on increasing or decreasing performance and depends on how an employee reacts to these problems.

Work commitment has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office through work stress.

Every organization must have a goal to achieve its goals by using all the human resources owned by the organization, so the goals of each human resource in the organization must be maintained so that they are in line with the organization's goals to improve the performance of an organization. So to make this happen requires human resources with a strong commitment to the organization.

Readiness to change has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office through work stress. Work stress is a situation where the interaction between work conditions and job characteristics results in job demands that exceed the worker's ability to cope with these demands, thus affecting the worker's physiological and psychological conditions. Work environment factors that can influence work stress are role ambiguity, role overload. Organizational changes can result in individuals experiencing role ambiguity because roles may change along with these changes. Apart from that, individual roles in work may also increase or decrease as a result of organizational changes.

CONCLUSION AND SUGGESTION

The research results show that Talent management has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Work commitment has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Readiness to change has a positive and significant effect on the work stress of state civil apparatus at the Deli Serdang Regency Land Office. Talent management has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Work commitment has a positive and significant effect on the performance of state civil apparatus at the Deli Serdang Regency Land Office. Readiness to change

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Based on the research results and discussion, the research suggestions are as follows:

1. Agencies can pay more attention to the career development system, especially regarding clarity and transparency in conveying information on the results of competency tests or assessments to employees, which can take the form of conveying talent mapping to each employee. This is done so that employees can receive clear information about promotion opportunities and get the opportunity for promotion.
2. Agencies can regulate workload management by conducting periodic workload analysis because work targets continue to increase.
3. Agencies further improve employee self-development, such as providing education and training, cadre schools, study assignments, self-development seminars, discussions and learning about strategic issues of the organization and the organization's business processes to ensure that all employees learn and learn things in correct scope of work, or provide opportunities for employees to do new work that can add value to their abilities.

4. Agencies are expected to pay more attention to the causes of work stress, such as distributing the workload fairly so that work overload does not occur so that employee emotions are better controlled. Apart from that, agencies can minimize work stress experienced by employees through other employees whose emotional conditions are more stable.
5. For future researchers, it is advisable to increase the number of objects studied and expand the scope of the research area, so that the results obtained from the research can be generalized and provide a complete and comprehensive description of the conditions that occur within the Deli Serdang Regency Land Office.

Declaration by Authors

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