

Analysis of the Impact of Talent Management Practice on Employee Performance with Employee Engagement as an Intervening Variable in Bank XYZ Region I

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ABSTRACT

Welcoming an economic disruption which is currently occurring due to the rapid development of digitalization, companies have to prepare special strategies in facing various challenges that exist. One of them is human resource development and information technology aspect as one of the most important aspects in a company. It takes proper management starting from hiring employees, placing, maintaining up to promotion for those who are talented and perform well. This study aims to determine and analyze the impact of the talent management practice consisting of workforce staffing, workforce development and workforce management on employee performance through employee engagement. This research is a causal research with a quantitative approach. The types of data used are primary data and secondary data obtained from questionnaires and literature studies. The populations in this study were 890 officer of Bank XYZ Region I. The samples in this study were 276 people using the taro yamane method with purposive sampling technique. The data analysis method used is path analysis. Data analysis was carried out through SPSS using the SPSS 2017 program. The results showed that Workforce Staffing, Workforce Development, Workforce Management had a positive and significant effect on Employee Engagement simultaneously and partially. Workforce Staffing, Workforce Development, Workforce Management have a positive and significant

effect on Employee Performance simultaneously or partially. Employee engagement has a positive and significant effect on employee performance. Workforce Staffing, Workforce Development, Workforce Management have a positive and significant effect on Employee Performance through Employee Engagement. The variables of workforce staffing, workforce development, workforce management, and employee engagement have explained the employee performance variable as much as 87.2%.

Keywords: Talent Management, Workforce Staffing, Workforce Development, Workforce Management, Employee Engagement, Employee Performance

INTRODUCTION

The era of the world economy which is increasingly more difficult, certainly a challenge for every country, not least our country Indonesia. Companies must prepare a specific strategy in the face of these challenges. The shift of economic activity (economic disruption) the current appears due to the rapid growth of digitalization leads the company to improve the ability of employees to provide better performance as per the expectations and targets of the company. Empirical evidence shows that the performance of employees plays a strategic role in an organization to face global challenges (Yoon et al., 2019).

Englert and Helming (2018) noted that the high and low of employee performance will be influenced by two dominant factors, namely talent management and attachment of employees. The organization has the talented human resources and experts as capital strategically placing human resources as the main resources expected will be the organization that grows and develops towards kesempurnan (Altındağ, Çirak, & Pickles, 2018). But many organizations face challenges in finding and developing talent that is formidable in order to improve the ability of employees and ultimately improve the performance of the organization (Saloni, 2017).

Talent management, not only to recruit, strengthen, and evaluate talent, but can also lead to personal growth, employee satisfaction, and increased employee performance (Tash et al., 2016). Barkhuizen et al. (2014) show that the policy and practices of talent management programmes the right also give a commitment to the employees, which leads to the level of job involvement is greater among workers and potentially reduce the level of turnover.

Implementation of talent management programmes should include three main components, namely the process of attracting the best talent, the process of the development of the talented employees, and the process of maintaining labor. Each activity in each component of the process will be connected and integrated with one another (Sule & Wahyuningtyas, 2016). One model management talent integrated which includes three components is the HCG Model (2016) where the management talent integrated consists of the process of the preparation of labor, workforce development, and labor management. Where the process will lead to organizational effectiveness.

The banking industry is one industry which is impacted from a shift in the global

economy. XYZ Bank, one of Bank BUMN in Indonesia which focuses on the engagement of employees in several years. In the year 2018, PT Indonesia Business Kreasitama in cooperation with Blessing White Indonesia (consulting services) held a Indonesia Employee Engagement Index 2017, namely a survey that measures the attachment to the employees. In the survey, Bank XYZ obtained a score of 80,5% (8.2 percent above the Global Benchmark 72,3%). Some of the factors that affect the high score of Bank XYZ, among others, the happiness, job satisfaction, career development opportunities, and flexible working conditions. Bank XYZ also obtain the ranking of 11 of the world's Best Employers By 2018 Forbes. Where Bank XYZ is the only company in Indonesia that enter the top 20 (twenty) great in the ratings. It is certainly not regardless of the role of human capital in implementing talent management programmes in bank XYZ.

Bank XYZ's commitment to continue to increase added value for its employees is evidenced through the implementation of competency development in a sustainable manner. The realization of the cost of developing the competency of employees in the year of 2018 was recorded at Rp 579,9 billion, increased by Rp38. 4 billion, or equivalent to 6.9% compared to the year 2017. The magnitude of the cost of competency development of employees based on the type of program can be seen in the following table:

However, the increases in the cost of competency development as an effort to increase value-added employees have not been in line with improved performance at Bank XYZ. This is evident from the declining number of target achievement in Bank XYZ in 2019 compared to the target achievement of the year 2018 in the indicators of Credit, the achievement of third party funds, and Net Income yang can be seen in table 1.2

Table 1.1: The Cost of Competence Development Based On The Type Of Program

Program	2018	2017	2016	2015	2014	Growth (%)
Executive Development Program	9,025	5,014	5,540	29,714	13,473	-7.70
Middle and Junior Management Development Program	103,689	120,216	186,541	83,625	101,337	0.46
Retaining Competency Development Program	42,415	27,430	44,582	37,097	40,181	1.09
Change and Culture Development Program	19,036	14,840	13,379	17,000	17,000	2.29
Essential Leadership Capability Development Program	10,218	78,150	30,433	39,000	29,500	-19.11
Organizational Capability Development Program	63,266	21,810	2,166	18,750	36,999	11.33
Pre Retirement Program	9,565	1,479	12,571	23,000	11,000	-2.76
Employee engagement Activities	25,918	38,007	16,133	16,350	15,000	11.56
Mandatory Skill Development Program	309,532	247,286	219,486	227,647	90,395	27.91
Total	592,665	554,232	530,831	492,183	354,885	10.80

Source: Annual Report Bank XYZ 2018

Table 1.2: Target and Realization of 2018 – 2019

Description	Target 2018	Realization 2018	Growth 2018	Target 2019	Realization 2019	Growth 2019
Credit	717	718,97	1,97	805	792,4	-12,6
DPK (Average Balance)	696	699,16	3,16	762	738,7	-23,3
Net Income	22	24,08	2,08	25	25,5	0,5

Source: Annual Report Bank XYZ 2018, 2019

During this time the company continues to seek and develop the talents of potential employees to be developed so that they have the ability reliable. In addition, the company also experienced problems of low sense of belonging and attachment to the employees so that they become less than optimal in developing talent in the company.

Harahap (2018) find the influence of significant management talentaterhadap attachment karyawanakan but there was no significant effect of management talentaterhadap the performance of employees. This means the implementation of management talentaoleh the company new binding (engagement) of employees against the company not yet reached the stage of improving the performance of employees (employee performances).

LITERATURE REVIEW

Talent Management

Talent Management is a process of human resource management associated with the three main processes that develop and strengthen new employees on the process first enter the company (on boarding), maintain and develop existing employees and attract as much as possible employees who have the competence, commitment and character to want to work in the company (Gaspersz, 2013). Talent management is a process to ensure the

ability of the company to fill the position of key future leaders of the company (company a future leader) and a position that supports the company's core competencies (unique skills and high strategic value)(Tusang & Tajuddin, 2015).

Employee Performance

Performance is the level of achievement of the implementation of a specific task. Performance individual, the performance group and the performance of the company, is influenced by many internal and external factors of the organization. According to Simamora (2004), the performance of an employee is essentially influenced by three factors, namely individual factors which consist of abilities and skills, psychological factors and organizational factors which consist of the award. The award can be in the form of compensation given by the company to its employees (Simanjuntak, 2011).

Attachment Employees

Attachment to the employee as a Personal Engagement utilizing themselves as members of the organization to perform their job role, where in the involvement of the employed people express themselves physically, cognitively, and emotionally during the performance. Engagement means to be psychologically present when

occupying and performing the role in the organization (Kahn, 1990).

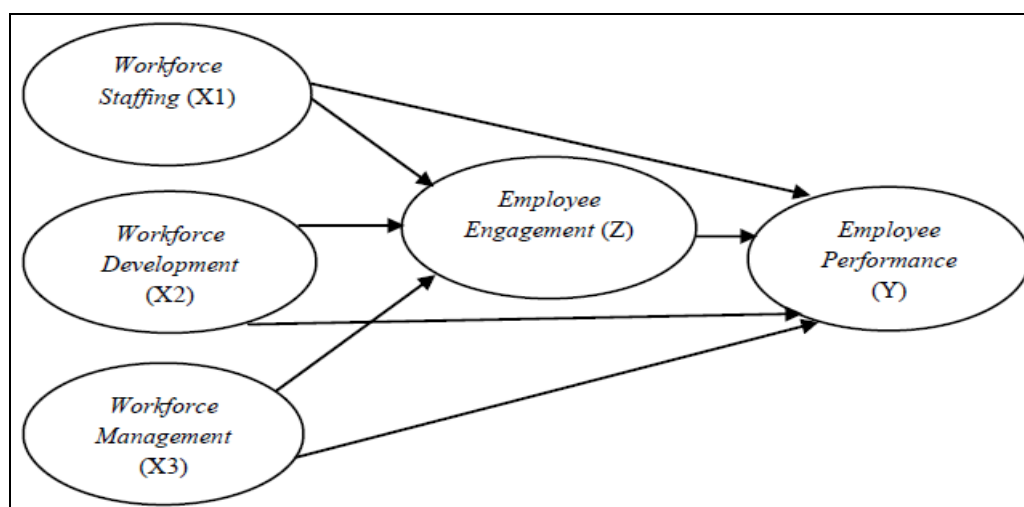


Figure 1: Conceptual Framework

Hypothesis

Based on the background research and the relationship between variables, then the hypothesis of the research:

1. There are positive influence and significant from the workforce staffing against commit the employee (employee engagement).
2. There are positive influence and significant of workforce development against constraints employee (employee engagement).
3. There are positive influence and significant from a workforce management against commit the employee (employee engagement).
4. There are positive influence and significant from the workforce staffing against the performance of employees (employee performance).
5. There are positive influence and significant of workforce development against the performance of employees (employee performance).
6. There are positive influence and significant from a workforce management against the performance of employees (employee performance).
7. There are positive influence and significant from the commit employees (employee engagement) against the performance of employees (employee performance).
8. There are positive influence and significant from the workforce staffing against the performance of employees (employee performance) through the commit employees (employee engagement).
9. There are positive influence and significant of workforce development against the performance of employees (employee performance) through the commit employees (employee engagement).
10. There are positive influence and significant from a workforce management against the performance of employees (employee performance) through the commit employees (employee engagement).

MATERIAL AND METHODS

The research used in this study adalah penelitian causal with a quantitative approach. A quantitative approach is a form of scientific research that examines a problem of a phenomenon, as well as look at possible links or relationships between variables in a problem set (Indrawan and Yaniawati, 2017). Relation or relationship can be a relationship of causality or functionality. In this study the type of relationship between variables is a causal relationship. The relationship of causality is a relationship between variables where

changes in one variable cause changes in another variable without the possibility of due to the opposite (Indrawan and Yaniawati, 2017).

The population of this research is the employees of leaders of PT Bank XYZ (persero) Tbk in Region I, which includes 1 regional Office, and 8 Areas, namely Banda Aceh, Medan Imam Bonjol, Medan city Hall, Pematang Siantar, Rantau Prapat, Dumai, Pekanbaru, and Batam. The population for this study is 890 people. The sample in this study, using the formula of determining the amount of a sample according to the Taro Yamane so that the number of samples in this study amounted to 276 people. The sampling technique used is purposive sampling technique. Purposive sampling technique is the technique of determining the consideration or certain criteria.

Types of data needed in this research are: primary Data, primary Data is a source of research data obtained directly from the original source (not through an intermediary). The primary Data used in this study is the result of charging a list of questions (questionnaire) by the respondents and direct interviews to the relevant parties. Secondary Data is Data obtained indirectly because it has been collected by others and published to the community. The secondary Data used in this study come from journals, books supporting research materials, annual report of the company and the literature obtained in the library.

The technique of Data Collection is the process of collecting data on quantitative research can use several techniques where the use of each technique tailored to the data needs to be taken (Suliyanto, 2018). The data collection techniques in this research is Documentation Study is a method of collecting qualitative data with a view or analyze the documents created by the subject himself or other people about the subject. Documents used in this study are the official documents with the document category of the external form of the financial statements published, magazine,

bulletin, and so on. The research Field is a research method that is done by how to make observations directly to the company that made the object of research. To obtain the data required in connection with this research then the techniques used include: Interviews (Interview), namely the Technique of data collection where the researcher interact directly with the respondents to gather information directly from respondents. How to do dialogue should not be conducted face to face directly, but can through certain media such as by phone, or chat through the internet. (Suliyanto, 2018) and the Technique of Questionnaire (the Questionnaire), namely the data collection techniques is done by dividing the list of questions to the respondents that the respondents gave the answer (Suliyanto: 2018).

RESULTS AND DISCUSSION

The Preparation of the Workforce (Workforce Staffing) Affect the Attachment of Employees (Employee Engagement)

Business development and dynamic organizations require support in terms of fulfillment of the labor is quick and accurate. To get the employees in accordance with the needs of the organization the initial thing to do is with the specifications required for a job and the time limit for compliance. Next step is the selection against the recruitment strategy related to the region that has the potential for great success adjusted to the position to be recruited, the time of execution of the selection, and the method of selection is needed. The result of the selection is a collection of talent that fits with the specification that has been determined. Where is the final stage which is done in this process is the activity of onboarding done for the alignment of the vision and mission of the company to the new employees in the organization. Vance R.J (2016) suggests that the process of the fulfillment of the labor that good will affect the level of attachment employees

(Employee engagement) and organizational performance (Organizational Performance).

The results showed that the Preparation of the most kerjasecara directly significantly influence the attachment karyawanpada Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the Preparation of the most kerjayaitu 7.07 and significant value to the Preparation of the most kerjasebesar 0,000 <0,05, so the variable Preparation of labor significantly affect the attachment of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 1 (one) in this study tested and can be accepted. The positive direction shows that the Preparation of the most kerjaakaan improve the attachment karyawansebesar 0,422 unit.

The above result supports previous research, namely research On Friday & Sunday (2019), which states that Talent Attracting influential positively and significantly to Employee Engagement both in the Affective Commitment and the basis of continuance Commitment. It also supports research Harahap (2018) in his research stated that the management of the talent management has a positive influence and significant to employee engagement.

From the results the distribution of respondents' answers, it can be seen that the Mean value for the Variable Preparation of the most kerjaadalah 3,784 with good category. But there are indicators that should be optimized and the attention of the company due to have a mean value below the average for the variable Preparation of the workforce. Such indicator is the recruitment in accordance with the schedule that has been informed, the constraints in the recruitment process, and selection process transparent. The discrepancy of the schedule of recruitment is one of the obstacles in the recruitment process itself. The use of a third party or external agency talent search can be one way to optimize the suitability of the recruitment schedule. In addition the company may involve the candidate in choosing a recruitment

schedule that is desirable. To optimize the transparency of the selection process can be done by informing the steps in the selection process, how long it takes to complete one step in the hiring process and inform the parties that can assist in answering questions regarding the recruitment process.

Workforce Development (Workforce Development) Affect the Attachment of Employees (Employee Engagement)

Quality employees who are reliable and competent is the key to success to win the competition in the financial industry is increasingly tight. Therefore it is necessary for appropriate management to produce qualified Human Capital. It is not limited to have the competence and capability of technical good, but also has good leadership. Employee training and development can help employees improve their skills and allow to engage in work (Vance R.J, 2006).

The results of the study showed that the Development of the most kerjasecara directly significantly influence the attachment karyawanpada Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the Development of the most kerjayaitu 2,852 and significant value for the Development of the most kerjasebesar 0.005 to < 0.05 so that the variable power Development kerjaberpengaruh significantly to the attachment of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 2 (two) in this study tested and can be accepted. The positive direction shows that the Development of the most kerjaakaan improve the attachment karyawansebesar 0,053 unit.

The above result supports previous research, namely research On Friday & Sunday (2019), which mentions that Talent Development has a positive and significant impact on Employee Engagement both in the Affective Commitment and the basis of continuance Commitment. It also supports research Harahap (2018) in his research stated that the management of the talent

management has a positive influence and significant to employee engagement.

From the results the distribution of respondents' answers, it can be seen that the Mean value for the Variable power Development kerja adalah 3,846 with good category. This means the implementation of power Development work of the Bank XYZ Region I has been running well. But there are indicators that should be optimized because it has a mean below the average for the variable workforce Development, i.e. ease choose the training that is needed on the training information system, the facilities provided during the training, the availability of pretest and post-test time training, behavior change become more better after the leadership training, and understanding of related career path.

To customize training needs of employees, companies can better engage employees in choosing training that will increase competence of the employees of the corresponding position respectively. Options training can be accessed on the training information system where employees can plan training needs at the beginning of the year simultaneously with the manufacture of purpose of work (goal setting). In terms of optimization of the training facilities, companies can do the benchmarking and do the adjustment facility provided with the characteristics of the participants in the training. To measure the effectiveness of training needed, the company can do the monitoring of the results of the training through pretest and posttest. Likewise for leadership development, it needs assessment leadership awal so that it can be measured a change in behavior before and after the program. Understanding of related career paths can be optimized with programs that can allow discussions related to career plans, both with the leadership and colleagues of the inter-working unit.

Workforce Management (Workforce Management) Affect the Attachment of Employees (Employee Engagement)

In the war for talent, retaining the best employees becomes one of the issues most critical that must be considered by the company. The management of good employees will affect the employees in the have attachment with the company. The results of the study showed that the Management of the most kerjasecara directly significantly influence the attachment karyawan pada Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the power Management kerjatyaitu 10,249 and significant value to the Management of the most kerjasebesar $0.000 < 0.05$ so that the variable power Management kerjaberpengaruh significantly to the attachment of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 3 (three) in this study tested and can be accepted. The positive direction indicates that the Management be kerja akan improve the attachment karyawan sebesar 0,680 unit.

The above result supports previous research, namely research On Friday & Sunday (2019), which states that Talent retention has a positive and significant impact on Employee Engagement both in the Affective Commitment and the basis of continuance Commitment. It also supports research Harahap (2018) in his research stated that the management of the talent management has a positive influence and significant to employee engagement.

From the above results it is known that the variable of workforce Management have a direct influence on attachment karyawan yaitu of 0,429. As for the mean variable Manajemen be kerja adalah 3, 783 with a good category, but some indicators still have to be optimized, namely the implementation of work planning at the beginning of the year, the performance assessment objective in accordance with the KPI (key performance indicator), the justice of compensation, and appropriateness of the salary with the work given to the company. To be able to provide assessment of the work objective, it takes planning, consistent

work in the beginning of the year, so that it can set the KPI (key performance indicator) that are appropriate based on the job description of each employee. Performance assessment is made consists of individual assessment and assessment of work units being measured based on the quality and quantity of performance. Assessment of performance objective can be optimized with the implementation of the assessment of 360 degrees that allows karyawn get an assessment from people who are around, good observation of superiors, partners, subordinates, and customers. Objectivity of assessment performance will have an impact also on the sense of justice and conformity between compensation received by employees with the results of the work given to the company.

The Preparation of the Workforce (Workforce Staffing) Affect the Performance of Employees (Employee Performance)

Get the right employee in the right job will affect the performance of employees and eventually affect the performance of the organization (Anosh, Hamad & Batool, 2014). Conformance to specifications of an employee with his job greatly affects its ability to understand the information initial before do the job. In addition it also affects the ability to achieve the given target and the number of errors done in the work.

The results showed that the Preparation of the most kerjasecara direct significant influence on Employee Performance at Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the Preparation of the most kerjayaitu 3,023 and significant value to the Preparation of the most kerjasebesar 0,003 <0,05, so the variable Preparation of labor significantly influence the performance of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 4 (four) in this study tested and can be accepted. The positive direction shows that the Preparation of the most

kerjaakan improve the performance of karyawansebesar of 0.12 unit.

The results of this study support previous research by his Aunt, M (2018) where there is a positive and significant influence of talent attraction against the Employee performance healthcare employees. In addition it also supports research Pahos & Galanaki 2018, where the practice of employment has a positive relationship with performance.

Workforce Development (Workforce Development) Affect the Performance of Employees (Employee Performance)

Training is a learning process planned from an activity or series of activities used to improve skills, behaviors or knowledge to achieve the best performance. Development is a process of learning from experience is used to improve the skills and attitudes of individual tasks through the results of the learning experience. This is an opportunity for the company to cost reduction and performance improvement company.

The results of the study showed that the Development of labor directly significantly influence the performance of karyawanpada Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the Development of the most kerjayaitu 6,104 and significant value for the Development of the most kerjasebesar 0.000 <0.05 so that the variable power Development kerjaberpengaruh significantly on the performance of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 5 (five) in this study tested and can be accepted. The positive direction shows that workforce Development will improve performance karyawansebesar 0,271 unit.

The results of this study support previous research by his Aunt, M (2018) where there is a positive and significant influence of talent learning and development to performance karyawanpada healthcare employees. In addition it also supports research Kaleem (2019), that

Talent development has a positive and significant impact on employee performance in the organizational sector of the public in the UAE.

Workforce Management (Workforce Management) Affect the Performance of Employees (Employee Performance)

To prepare a successor who occupied the position of the critical, it takes a management of good employees by the company. Management of employees to include providing feedback through performance appraisal, the determination of employees to key positions, and the policy of giving compensation. The results showed the labor Management directly significantly influence the performance of karyawanpada Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the power Management kerjatyaitu 19,885 and significant value to the Management of the most kerjasebesar 0.000 <0.05 so that the variable power Management kerjaberpengaruh significantly on the performance of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 6 (six) in this study tested and can be accepted. The positive direction indicates that the Management be kerjaakan improve the performance of karyawansebesar 0,951 unit.

From the results of the above research also found that the variables of workforce Management have a direct influence on the performance of the karyawanyaitu of 0,951. This result supports previous research conducted by Rawashdeh (2018) where in his research found the relationship of the practice of management talent (attracting, develop, and maintain) of the company's performance in Jordanian commercial banks. And found talent management has a very great influence on the performance of the Bank Jordanian amounting to 84 %. In addition it also supports the research Rugian, et al (2019), which showed that the ability of Attraction, the ability to develop, and the ability to maintain jointly or simultaneously positive

and significant effect on employee performance.

Attachment Employees (Employee Engagement) Affect the Performance of Employees (Employee Performance)

The results of the study showed that the attachment of employees directly significantly influence the performance of karyawanpada Bank XYZ Region 1. It is visible through a t Test that show the Value of t-count of the attachment karyawanyaitu 4,857 and significant value for the attachment karyawansebesar 0,000 <0,05, so the variable attachment karyawanberpengaruh significantly on the performance of employees, thus hypothesis is accepted. Based on these results, it can be concluded that Hypothesis 7 (Seven) in this study tested and can be accepted. The positive direction shows that the attachment karyawanakan improve the performance of karyawansebesar of 0.18 unit.

The results of this study support the research Nidan (2016) where the results of the study showed that the activator attachment of the employees affects the motivation and performance of workers. In addition it also supports the research Allameh, et.al (2014) that shows a positive impact between the attachment in the performance of the employees, Preko & Adjetey (2013) show that there is a linear correlation which significant between employee loyalty, engagement and performance. And Ramadan & Jafar (2016) in his research showed that attachment karyawanberpengaruh significant impact on the performance of employees with the total influence of 76.6%

From the results the distribution of respondents' answers, it can be seen that the Mean value for the Variable attachment karyawanadalah 3,795 with good category. But there are indicators that should be optimized and the attention of the company due to have a mean value below the average for the variable attachment of employees. As for the indicators that should be optimized is the focus in the work, a

willingness to convey ideas that are beneficial to the company, a sense of pride with the work of the moment, a sense of being challenged with the work. Work ethic quality resulting from the ability of self, to live a life with a balance of strong life. When the balance in work and life is the level of satisfaction is high, then that work ethic will become more qualified to contribute and the best service. One approach that can be done to improve employee engagement is with the approach of Work Life Balance, namely how to work with do not neglect all aspects of life work, personal, family, spiritual, and social. It can also help employees to focus on work, feel proud and challenged by their current jobs, as well as encourage employees to submit ideas that are beneficial to the company.

The preparation of the workforce (Workforce Staffing) Affect the Performance of Employees (Employee Performance) Through the Attachment of Employees (Employee Engagement)

The results of the research indicate that there are influence of Variables the preparation of labor with respect to employee performance through variable attachment of employees. It is seen from the analysis that showed no direct influence of the preparation of the most kerjaterhadap employee performance through attachment karyawan yaitu of 0.105. Thus this answer is a hypothesis to 8 (Eight), i.e. There is a positive and significant influence of the preparation of the most kerjaterhadap employee performance through the attachment of employees.

The results of this study support the research Dhanalakshmi (2014) who find that through the acquisition of talent that applied effectively can improve Employee Engagement and The higher sense of employee Engagement then potentially affect variables such as employee performance enhancement, and the profitability of the company. In addition, the results of this study also support the research Harahap (2018) which found no

direct influence of talent management on employee performance through employee engagement.

Workforce Development (Workforce Development) Affect the Performance of Employees (Employee Performance) Through the Attachment of Employees (Employee Engagement)

The results showed that there is influence of the Variable power development kerjaterhadap performance karyawan melalui variable attachment of employees. It is seen from the analysis of the influence of indirect power development kerjaterhadap performance karyawan melalui attachment of employees amounted to 0.011. Thus this answer is a hypothesis to 9 (Nine), i.e. There is a positive and significant influence of manpower development on the performance of karyawan melalui attachment of employees.

The results of this study support the research Dhanalakshmi (2014) who find that the Strategy of training and development implemented effectively can increase the attachment of employees and The higher sense of employee Engagement then potentially affect variables such as employee performance enhancement, and the profitability of the company. In addition, the results of this study also support the research Harahap (2018) which found no direct influence of talent management on employee performance through employee engagement.

Workforce Management (Workforce Management) Berpengaruh Terhadap Employee Performance through Employee Engagement

The results showed that there is influence of Variable labor management performance against karyawan melalui variable attachment of employees. It is seen from the analysis that showed no direct influence of Management be kerjaterhadap performance karyawan melalui attachment karyawan sebesar 0,139. Thus it is answering the hypothesis ke10 (ten), i.e.

There is a positive and significant influence of Management be kerjaterhadap the performance of employees through the attachment of employees.

The results of this study support the research Dhanalakshmi (2014) who found that performance management, and succession planning are implemented effectively can improve the performance of employees and The higher sense of employee Engagement then potentially affect variables such as employee performance enhancement, and the profitability of the company. In addition, the results of this study also support the research Harahap (2018) which found no direct influence of talent management on employee performance through employee engagement.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Based on the purpose of the research and the results of the research are then able to deduce the following:

1. Restructuring of the workforce (Workforce Staffing) influential positive and significant to commit the Employee (Employee Engagement).
2. The expansion of the workforce (Workforce Development) influential positive and significant to commit the Employee (Employee Engagement).
3. The management of the workforce (Workforce Management) influential positive and significant to commit the Employee (Employee Engagement).
4. Restructuring of the workforce (Workforce Staffing) influential positive and significant to the Performance of Employees (Employee Performance).
5. The expansion of the workforce (Workforce Development) influential positive and significant to the Performance of Employees (Employee Performance).
6. The management of the workforce (Workforce Management) influential positive and significant to the

Performance of Employees (Employee Performance).

7. Commit the Employee (Employee Engagement) influential positive and significant to the Performance of Employees (Employee Performance).
8. Restructuring of the workforce (Workforce Staffing) influential positive and significant to the Performance of Employees (Employee Performance) through the Commit Employees (Employee Engagement).
9. The expansion of the workforce (Workforce Development) influential positive and significant to the Performance of Employees (Employee Performance) through the Commit Employees (Employee Engagement).
10. The management of the workforce (Workforce Management) influential positive and significant to the Performance of Employees (Employee Performance) through the Commit Employees (Employee Engagement)

RECOMMENDATIONS

Advice researcher from the research that has been done is as follows:

1. The use of third parties or of the board of external talent can be one of the ways to optimise the suitability of the schedule for the recruitment. In addition to the enterprise to be able to engage the candidate in a select schedule of recruitment to be desired
2. To optimise the transparency of the selection process can be done with the inform step-step selection process, how long it takes to complete one step in the process of recruiting and informing the parties that could help in answering questions regarding the process of recruitment.
3. To customize the needs of training employees, the enterprise can better involve employees in choosing training that will increase competency of employee the suitable position respectively. Choice training can be accessed on the training information

system where employees are able to plan the needs of the training at the beginning of the year the equivalent of manufacturing purpose of the job (goal setting).

4. In the case of optimization the training facility, the enterprise is able to do the benchmarking and do the customization facility provided with the characteristics of the participants of the training. To measure the effectiveness of the training needs, the company can do the monitoring on the outcome of the training through the pretest and posttest.
5. In leadership development, needs assessment leadership and assessment in the term after the implementation of the activities of the expansion of the leadership, so it can be measured behavioral changes before and after the program.
6. Understanding of the related level of the career can be optimized with programs that can enable discussion related to plan a career, good with the leadership and colleagues between work units.
7. In the case of performance management, the Management is perceived to need to do evaluation-related Key performance indicators used in Bank XYZ Region I, including by ensuring KPIS used really has been suitable with job description each employee. Moreover also ensure that the KPI has been representing the evaluation of the performance of a private individual nor the performance of the work unit. Evaluation of performance objective can be optimized with performance evaluation of 360 degrees that allow employees to get ratings from people who are around him, good observation from the boss, partner, subordinate, and customer.
8. One approach that can be done to improve engagement employee is with the approach of Work Life Balance, that's the way to work with do not neglect all aspects of life work, personal, family, spiritual, and social. It can also help employees to be more focused in

work, feel proud and challenged with his work this time, as well as motivates employees to deliver ideas that are beneficial for the enterprises.

9. For a researcher coming authors suggest better researching more about the influence of management talents towards employee performance with variable intervening others. This is due to the influence of the indirect management talents against employee performance melalui employee engagement is smaller than the direct influence of management talent against employee performance. A few alternative variables intervening can be considered between organizational culture and Change management, team effectiveness, and work design.

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