

## HUMAN RESOURCES DEVELOPMENT AT PT. PLN PERSERO

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### ABSTRACT

PT. PLN Persero Distribution of West Java and Banten serves the public for electricity providers, especially in the West Java and Banten areas. In the field of human resource management, according to the Decree of the Board of Directors of PT PLN Persero number 1504.K/DIR/2011, the measurement of contractual achievement of employee performance targets is the result of a compilation of the results of measuring employee performance achievement and employee self-development programs (PDP programs). The type of research used is descriptive and verification research. This research is descriptive because in this research it describes a description that aims to get an overview of the variables of Leadership, Organizational Climate, Talent Management, Human Resource Performance obtained through tabulated data. The test results show that Talent Management variable is an intervening variable. Leadership significantly influences Employee Performance through Talent Management.

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### 1. INTRODUCTION

The community's need for the use of electricity for everyday life is currently felt to be one of the main things. The whole process of community activities will be in contact with electricity usage. As a company with the status of a State-Owned Enterprise (BUMN), PT. PLN (Persero) Distribution of West Java and Banten serves the community for electricity providers, especially in the West Java and Banten areas. As a company that provides products while serving the community, the company must be supported by management functions where the management function covers several areas of management, one of which is the driving force of the organization, namely the field of human resources.

Human Resources is currently part of the company's assets to implement management policies. The implementation of the recruitment process according to the needs of the company, and the management of human resources certainly needs to be balanced with the process of developing human resources, where the resources needed in BUMN companies are human resources who can produce quality products and can serve according to community needs. through human resource development specifically in accordance with their fields so that the organization will get employees who are skilled, potential, qualified and have broad insights in order to achieve satisfactory results (Rambi, 2015).

Taringan & Nasution (2014) Human Resource Development Is a Process of preparing individuals to assume higher responsibilities related to increasing intellectual abilities to carry out better jobs. Human resource development is carried out to produce human resource performance which is of course in accordance with the company's needs. According to the Decree of the Board of Directors of PT PLN (Persero) number 1504.K/DIR/2011, measurement of employee performance target achievement contracts is the result of a compilation of the results of measuring employee performance achievement and employee self-development programs. In order to compete in business competition, companies are required to acquire, develop, and maintain quality human resources (Nababan, Tawas & Uhing, 2016).

John Whitmore (1997: 104) "Performance is the implementation of the functions required of a person, performance is an act, an achievement, a general cast of skills." From this theory when associated with the situation and condition of human resources at PT. PLN (Persero) Distribution of West Java and Banten that performance will be formed if human resources can score achievements and have skills in accordance with the latest company needs. In this case talent management is felt to need to be built on each individual so that it will affect the performance of human resources. Employee performance can of course be influenced by various factors, one of which is talent management (Adriati et al, 2023).

Barry Cushway (2002: 1998) "Performance is assessing how someone has worked compared to predetermined targets". In order to achieve the targets set by the company, not only must its human resources have talent, but the company needs to design forms of training which are one part of the human

resource development program. The condition of PT. PLN (Persero) Distribution of West Java and Banten Distribution Units of course as state-owned companies already have human resource development programs, but technically these things are not in accordance with the job descriptions of each employee. There are several types of employees, namely permanent employees and outsourcing, the company's human resource development program still needs mapping so that it is expected to achieve the company's targets.

Dessler (2013: 130) "Talent Management as the goal-oriented and integrated process of planning, recruiting, developing, managing and compensating employees". Talent management as a process that is goal-oriented and integrated in the planning, recruitment, development, management and compensation of employees. Efforts to improve employee performance are one of the most important management challenges, because achieving company goals and survival depends on the quality of the performance of the human resources in it (Putri & Sumiati, 2023).

It should be remembered that currently human resources are part of the company's assets. Talent is owned by every human being, but when joined in an organization, each individual's talent needs to be managed in line with achieving company targets so that talent management is part of human resource development. Sometimes companies pay little attention to this, but at PT PLN (Persero) Distribution West Java and Banten Distribution Unit, talent management is part of achieving company targets. The recruitment and selection process is layered in several stages, indicating that companies need human resources who have talents according to the output produced by the company. Can carry out services and carry out production to produce electrical energy with several alternative fuels and requires innovation and creativity from human resources who are employees of PT. PLN (Persero) West Java Distribution and Banten Distribution Unit. So Talent Management is needed to achieve this which of course is supported by Leadership in carrying out company management functions. According to Sabir et al, (2023) Talent is someone who has extraordinary thinking, interesting skills, giving ideas to others, as well as an entrepreneurial spirit, functional expertise, and is also able to create results.

Leadership pattern at PT. PLN (Persero) Distribution of West Java and Banten Distribution Unit led by the General Manager and supported by the Distribution Manager, Planning Manager, Commerce Manager, Finance Manager and Human Resources Manager accompanied by the Head of Internal Auditor as supervisor of work executors, structurally organization can support the vision and mission of PT. PLN (Persero) Distribution of West Java and Banten Distribution Units, but supervision is the main thing because the Distribution Unit oversees 16 Network Service Areas (APJ), each of which is led by a Network Service Area Manager.

Based on this background, the authors are interested in conducting research on Human Resource Development in Companies at PT. PLN (Persero). The purpose of conducting this research is to obtain data and information that will be used for material analysis and to describe an overview of the influence of Organizational Climate, Leadership and Training on Employee Performance through Talent Management at PT. PLN (Persero) West Java Distribution and Banten Distribution Unit. The objectives to be achieved in this study associated with the background and formulation of the problem are to study and analyze organizational climate, leadership on employee performance through talent management at PT. PLN (Persero) Distribution of West Java and Banten Distribution Units.

### **Theoretical Framework**

The variables in this study are the independent variables consisting of Organizational Climate (X1), Leadership (X2), the intervening variable namely Talent Management (Y) and the dependent variable namely employee performance (Z).

The variables in this study are:

- a. Organizational climate is defined as the quality of the organization's internal environment which is relatively ongoing, experienced by members of the organization, influencing their behavior and can be described in terms of a set of organizational characteristics or traits
- b. Leadership is defined as a process in which individuals influence groups to achieve goals. Leadership can make the difference between success and failure in what is done for both the individual and the group
- c. Talent management is defined as "Talent management: basing appraisal standards on required competencies other firms appraise employees based on the competencies and skills the job requires." Talent management bases the assessment on the required competency standards or assesses employees based on the competencies and job skills required. Dessler (2013: 314).
- d. employee performance. According to Anwar Prabu Mangkunegara (2000: 67), performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his

duties in accordance with the responsibilities given to him. Gomes & Faustino (2002) stated that performance is a record of production results and a certain job in a certain period. From the dimensions of performance according to Gomes (1995: 142) in Eko Numiarto and Nurhadi Siswanto (2006), performance can be measured through the following indicators:

1. The quantity of work in a specified period (quantity of work).
2. Quality of work based on suitability and readiness requirements (quality of work)
3. Knowledge of work (job knowledge).
4. The originality of ideas that emerge and actions to solve problems (creativity).
5. Loyalty to cooperate with others (cooperation).
6. Awareness and trust in terms of attendance and completion of work (dependability)
7. Enthusiasm in carrying out new tasks and in increasing responsibility (initiative).
8. Job satisfaction, leadership, hospitality and personal qualities.

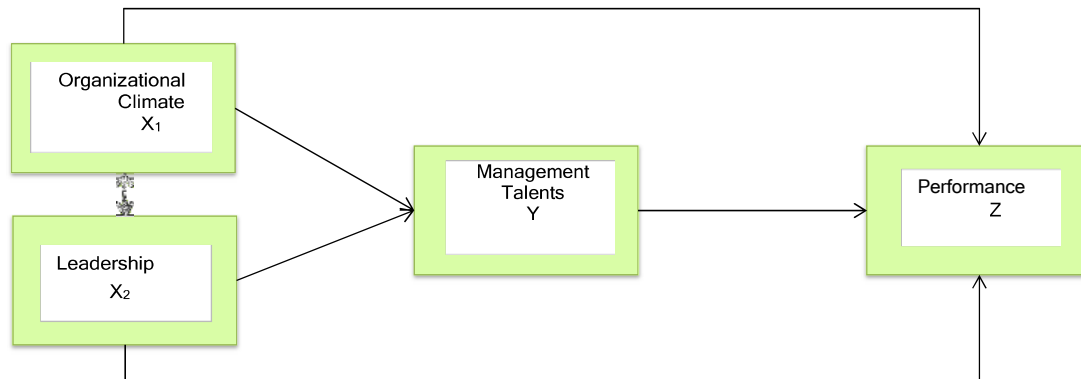


Figure 1. Empirical Causal Relationship Path Diagram X1, X2, through Y to Z

**Explanation :**

- X<sub>1</sub> = Organizational Climate
- X<sub>2</sub> = Leadership
- Y = Talent Management
- Z = Employee Performance
- RX<sub>1</sub>X<sub>2</sub> = Correlational relationship between X<sub>1</sub> and X<sub>2</sub>
- PYX<sub>1</sub> = The role of X<sub>1</sub> against Y
- PYX<sub>2</sub> = The Role of X<sub>2</sub> on Y
- PZY = The role of Y towards Z
- PZX<sub>1</sub> = The role of X<sub>1</sub> against Z
- PZX<sub>2</sub> = The Role of X<sub>2</sub> on Z
- PYε<sub>1</sub> = residual variable to Y
- PZε<sub>2</sub> = residual variable to Z

**2. METHOD**

The type of research used is descriptive and verification research. This research is descriptive because in this study it describes a description that aims to obtain an overview of the variables of Leadership, Organizational Climate, Talent Management, Human Resource Performance obtained through tabulated data. Whereas verification research basically wants to test the truth of a hypothesis, which is carried out through collecting field data and testing hypotheses. Therefore the research method used is descriptive survey and explanatory survey methods. The type of investigation used is causality between the variables studied.

The unit of analysis of this research is the employees of PT PLN (Persero) Distribution of West Java and Banten Distribution Unit. Viewed from the time horizon, this research is cross-sectional in nature, namely information from a portion of the population (respondent sample) is collected directly at the scene empirically, with the aim of knowing the opinion of some of the population on the object being studied (Sekaran, 2009).

**3. RESULTS AND DISCUSSION**

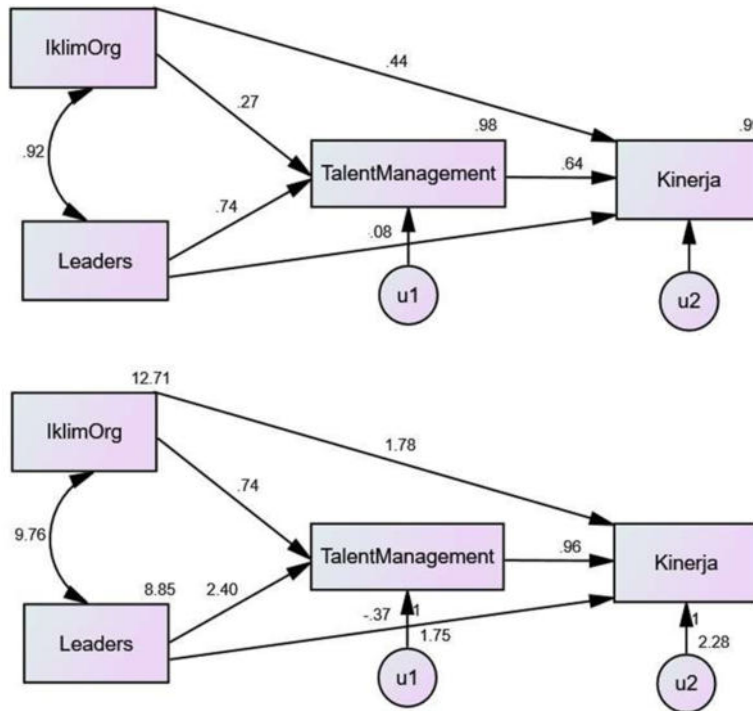


Figure 2. Talent Management

Table 1 Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
TalentManagement	<---	Leaders	2.403	.166	14.432	***
TalentManagement	<---	IklimOrg	.738	.139	5.315	***
Performance	<---	TalentManagement	.955	.166	5.743	***
Performance	<---	Leaders	.370	.117	3.136	***
Performance	<---	IklimOrg	1.783	.200	8.897	***

Table 2 Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
TalentManagement <---	Leaders		.736
TalentManagement <---	IklimOrg		.271
Performance <---	TalentManagement		.642
Performance <---	Leaders		.076
Performance <---	IklimOrg		.440

Table 3 Covariances: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P
Leaders <-->	IklimOrg	9.764	2.102	4.644	***

Table 4 Correlations: (Group number 1 - Default model)

		Estimate
Leaders <-->	IklimOrg	.921

**Discussion of Hypothesis Test Results**

The test was carried out with a two-way test at the significance level 0,05. Criteria applicable: if the Prob t-statistic ≤ 0.05, then the effect of the independent variable on the dependent variable is significant. Conversely, if the Prob t-statistic > 0.05, then the effect of this independent variable on the dependent variable is not significant. The table below shows the Prob t-statistic values of the independent variables in this research model.

Table 5 Estimation Results

		Estimate	S.E.	C.R.	P
TalentManagement <---	Leaders	2.403	.166	14.432	***
TalentManagement <---	IklimOrg	.738	.139	5.315	***
performance <---	TalentManagement	.955	.166	5.743	***
performance <---	Leaders	.370	.117	3.136	***
performance <---	IklimOrg	1.783	.200	8.897	***

T-test results:

#### **Organizational Climate → Direct Employee Performance**

The prob value of organizational climate variable t-statistics → Employee Performance is smaller than the value of  $\alpha$  ( $0.0 < 0.05$ ), then  $H_0$  is rejected. It can be concluded that the Organizational Climate variable influences employee performance significantly at  $\alpha = 0.05$ . Organizational climate has a positive and significant impact on employee performance. The more conducive the organizational climate, the higher the employee performance. From the results of this test it is known that the Organizational Climate variable has a direct effect on Employee Performance.

#### **Leadership → Direct Employee Performance**

The prob value of the t-statistic variable Leadership → Employee Performance is smaller than the value  $\alpha$  ( $0.0 < 0.05$ ), then  $H_0$  is rejected. Leadership variable affects employee performance significantly at  $\alpha = 0.05$ . Leadership has a positive and significant impact on Employee Performance. The better the relationship between leaders and subordinates increase employee performance. It can be concluded that the Leadership variable directly affects Employee Performance.

#### **Organizational Climate → Employee Performance Through Talent Management**

The Prob value of Organizational Climate variable t-statistics → Talent Management is smaller than the value of  $\alpha$  ( $0.0 < 0.05$ ), then  $H_0$  is rejected. Organizational Climate has a significant influence on Talent Management. Organizational climate has a positive and significant impact on Talent Management. The more conducive the organizational climate is, the more Talent Management will increase.

The prob t-statistical value of the Talent Management variable → Employee Performance is smaller than the value  $\alpha$  ( $0.0 < 0.05$ ), then  $H_0$  is rejected. Talent Management influences employee performance positively and significantly. The better the Talent Management the better the Employee Performance.

From the test results of the two relationships above, it is known that the Organizational Climate variable influences Employee Performance through Talent Management.

#### **Leadership → Employee Performance Through Talent Management**

The prob value of the t-statistic variable Leadership → Talent Management is smaller than the value  $\alpha$  ( $0.0 < 0.05$ ), then  $H_0$  is rejected. Leadership has a significant influence on Talent Management. Organizational climate has a positive and significant impact on Talent Management. The better the leadership in the company the better Talent Management will be.

The prob t-statistical value of the Talent Management variable → Employee Performance is smaller than the value  $\alpha$  ( $0.0 < 0.05$ ), then  $H_0$  is rejected. Talent Management has a significant and positive impact on Employee Performance. Good Talent Management further enhances Employee Performance.

#### **4. CONCLUSION**

The test results for the two causal relationships above show that the Talent Management variable is an intervening variable. Leadership has a significant effect on Employee Performance through Talent Management.

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