

THE EFFECT OF TALENT MANAGEMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE RETENTION IN PT. PATCO ELEKTRONIK TEKNOLOGI CIBITUNG

Taufiq Rachman¹, Inna Nisawati Mardiani²

^{1,2}Management, Faculty of Economics and Business, Pelita Bangsa University

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ABSTRACT

Efforts are made to maintain employee loyalty, namely by implementing employee retention through talent management practices and the role of organizational support. This study uses a quantitative methodology. The population is 303 people, the sampling method uses random probability sampling, with the calculation of the Slovin formula so that 75 people are obtained. Collecting data from observations and questionnaire results. The data analysis tool uses the SPSS version 22.0 program. The results of multiple linear regression analysis and t-test on the talent management variable obtained a value of sig. 0.050 with a standard value of sig. < 0.05, then the value is 0.050 < 0.05, which means that talent management has a significant effect on employee retention. It was explained that the proper application of talent management can increase employee retention. The results of the research on the perceived organizational support variables obtained the value of sig. 0.000 with a standard value of sig. < 0.05, then the value is 0.000 < 0.05, which means that the perceived organizational support has a significant effect on employee retention. It was explained that the perceived organizational support that employees feel through recognition and other support will affect employee retention rates. The results of the coefficient of determination test obtained $R = 0.530 > 0.05$. and $R^2 = 0.281$ indicates that the talent management (X1) and perceived organizational support (X2) together have an effect on employee retention by 28.1%.

E-mail:

tfqman@gmail.com
inna@pelitabangsa.ac.id

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1. INTRODUCTION

In today's era, technology has evolved and requires people from all walks of life to get involved. The main challenge is VUCA where everyone has to move faster. According to Hartono (2020) VUCA is a phenomenon that describes the situation as having changed very quickly and tends to be unpredictable so that there will be fierce competition for job search. VUCA includes Vision, Understanding, Clarity, and Agility, giving us optimism in our work. VUCA can be implemented through important factors such as talent development, competence and ability to manage human resources (HR) for sustainable business progress.

Kossivi, B., et al (2016) said that HR is the most valuable and most important intangible asset that an organization has because the success of the organization is largely determined by the human element who acts as a planner, implementer and controller of the realization of organizational goals. Therefore, companies must pay attention to, maintain, and provide a sense of employee satisfaction in order to continue to compete and work without any intention to leave the company.

Failure to manage HR can lead to disruptions in the achievement of goals and the survival of the organization. The problems that arise such as employee performance decrease until the occurrence of turnover. According to Tnay, E., et al (2013) in Wonowijoyo, S. M. T., & Tanoto, S. R (2018) said that turnover intentions will be realized if employees cannot use their full potential and are also not appreciated or not heard where they work, then they will resign due to stress and frustration. Turnover that occurs continuously can make it difficult for the company because the company loses a number of employees and the loss must be replaced with new employees.

Tnay, E., et al (2013) in Wonowijoyo, S. M. T., & Tanoto, S. R (2018) stated that in the current work environment, the subject matter of employee turnover has increased significantly. This is reinforced by the results of a Hay Group survey on turnover rates in employees globally, with the following data details:

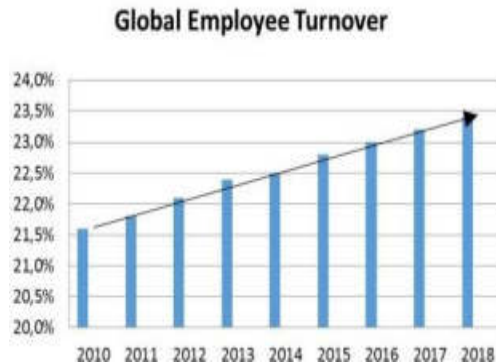


Figure 1. Global Employee Turnover Survey Results Report (Hay Group, 2014)
Source: Hey Group, 2014 in Wonowijoyo, S. M. T., & Tanoto, S. R (2018)

From the above data, it can be concluded that in 2010-2018 the turnover rate in the world experienced a significant increase every year. Workers around the world are starting to look for new job opportunities as growth returns and labor markets begin to pick up. The average turnover ratio increased to 23.4% through 2018 and turnover will increase faster in developing countries than in developed countries.

According to the Michael Page Indonesia Report states that 75% of respondents stated they might change their jobs in the next 12 months, while another 22% of respondents are passively open to new roles and 5% of respondents expect a raise from their current salary for their new job offer (Michael Page Indonesia, 2021).

Employee retention is strongly associated with employee turnover (turnover), where the nature of the relationship is inversely proportional. This is intended if the employee retention rate is high, then it means that the turnover rate is low and vice versa (Putra, I. B. G. S., & Rahyuda, A. G., 2016). Employee retention needs to be done so that the organization does not suffer losses due to recruitment, training, and development costs, as well as the risk of leaking business secrets to other companies (Sumarni, M., 2018).

Employee retention is a way that companies use to retain employees in the organization for a long period of time so that organizational goals can be achieved (Rizky, I. D., & Mustika, M. D., 2020). Therefore, companies need to adopt the right talent management practices so that employees can stay in the company and grow professionally and achieve job satisfaction (Hafez, E., Neel, R. A., & Elsaid, A., 2017).

In addition, to form employees with high loyalty, companies must pay attention to factors that can make employees comfortable. If a company wants to retain and increase its employee retention, it needs to increase the role of organizational support that can be felt by employees. Good and fair organizational support will increase employee satisfaction at work so that employees decide to stay in the organization (Suta, I. G. M. A. B., & Ardana, I. K., 2019).

Problems that occur in PT. Patco Electronic Technology Cibitung is a significant high turnover of employees, many employees who come in and out due to decreased employee retention are influenced by several factors such as weak attention from the organization in managing talent management so that employees get less attention to job placements that do not match their talents and lack of support from the organization causes employee perceptions of low organizations that resulting in a high turnover rate.

Table 1. Employee Turnover Data of PT. Patco

| Month | Year 2019 - 2020 | | | | Retention (%) |
|-------|-------------------------------|------------------------------|-------------------------|---------------|---------------|
| | Number of Sedentary Employees | Number of Outgoing Employees | Number of New Employees | Turn Over (%) | |
| 8/ 19 | 303 | 0 | 0 | 0.0 | 100 |
| 9/ 19 | 303 | 2 | 2 | 0.7 | 99.3 |

| | | | | | |
|--------|-----|----|----|--------------|--------------|
| 10/ 19 | 303 | 7 | 10 | 2.3 | 97.68 |
| 11/ 19 | 306 | 0 | 6 | 0.0 | 100 |
| 12/ 19 | 312 | 0 | 18 | 0.0 | 100 |
| 1/ 20 | 330 | 35 | 0 | 10.6 | 89.4 |
| 2/ 20 | 295 | 1 | 6 | 0.3 | 99.7 |
| 3/ 20 | 300 | 4 | 0 | 1.3 | 98.7 |
| 4/ 20 | 296 | 0 | 4 | 0.0 | 100 |
| 5/ 20 | 300 | 7 | 7 | 2.3 | 97.66 |
| 6/ 20 | 300 | 5 | 9 | 1.7 | 98.3 |
| 7/ 20 | 303 | 8 | 22 | 2.6 | 97.4 |
| Sum | 303 | 69 | 84 | 22,73 (%) | 77.27 (%) |

Source: Secondary Data PT. Patco, 2021

The data above explains the turnover rate at PT. Patco Electronic Technology for 1 year from August 2019 to July 2020 is quite significant. Turnover occurs due to several reasons such as the expiration of the employment contract, lack of training, early retirement and leaving for no reason. Such as the results of interviews with several employees who have left and who are still in the company, depicted through pie diagrams.

According to Sumarni, M (2018) retention will increase when employees are offered a number of compensation and benefits, a supportive work culture, as well as a balance between work and life activities. As Alias, N. E., Nor, N. M., & Hasan, R (2016) entitled *The Relationships Between Talent Management Practices, Employee Engagement, and Employee Retention in the Information and Technology (IT) Organizations in Selangor*, said that: "Employee retention is an important dimension in strategic (HRM) to sustain a competitive advantage for companies. the effects of employee loss have significantly impacted the company's performance; loss of company knowledge and experience, thus resulted in losses." (Employee retention is an important dimension in HR management strategies to maintain a competitive advantage for companies. The effect of losing employees has had a significant impact on the company's performance; loss of knowledge and experience resulting in losses).

To retain talented employees, it is necessary to practice talent management in order to increase employee retention. Talent management is a set of processes designed by companies to identify and develop the knowledge, abilities, and skills of employees to become qualified human capital. This process is related to the activities of employees who have talents, then select, develop and maintain them (Rahmawati, H. A, 2019).

The implementation of effective talent management has a high potential to experience an increase in the role of organizational support felt by employees, this will positively affect the high retention of employees. As feedback from talent management practices, HR will feel valued and supported by the organization so that it can increase the level of positive perception to the organization and be willing to increase its loyalty (Meyers, M. C., & Paauwe, J, 2020).

According to Suta, I. G. M. A. B., & Ardana, I. K (2019) the role of organizational support is how much organizational support employees feel for their contribution and the organization's concern for their well-being which will have an impact on employee support of the organization. Organizational support can be in the form of caring for and appreciating employees' efforts, supporting their socio-emotional needs, and assisting them on request, fair treatment, supervisory support, and rewarding and favorable working conditions.

Employees who are able to support in achieving company goals can be through good recruitment, selection according to qualifications and effective training and development in order to increase high employee retention. Employee retention will be high if employees who have talents are developed by the organization and are offered a certain amount of compensation and benefits, a supportive work culture, as well as a balance between work and life activities. With the practice of talent management and the role of good and effective organizational support, it is hoped that it will have an impact on the development of the company in the future to obtain and maintain qualified and talented human resources.

Employee Retention. According to Mathis, R., & Jackson, J (2006) in Ratnawati, D. P. D., & Subudi, M (2018) employee retention is defined as a management effort in an organization to encourage and retain talented employees to have a high sense of loyalty. According to Mathis, R., & Jackson, J (2006) in

(Ratnawati, D. P. D., & Subudi, M, 2018) employee retention can be measured using 5 indicators, namely: Organizational Component, Organizational Career Opportunities, Awards, Draft Tasks and Jobs, Employment Relations.

Talent Management. According to Mkambur, M., & Kamaara, D. M (2017) talent management is an integrated strategy or system to improve the process of recruiting, developing and retaining people with the skills and talents needed to meet the needs of current and future employees. Talent management indicators according to Kigo, S. K., & Gachunga , H (2016): Talent acquisition (Recruitment, Talent attraction), Talent development (Career Development, Performance management), Talent compensation strategies (Total Reward System, Benefit provided), Planning strategies (Talent pool identification, Mentorship).

Organization Support Role. Grace (2013) in Sons, I. B. G. S., & Rahyuda, A. G (2016) states that the perception of organizational support is defined as the trust of employees that the organization values their contributions and well-being. Organizational support theory assumes that if an organization rewards performance improvement and meets socio-emotional needs, it can increase confidence that the organization values contributions and pays attention to their well-being. According to Farasat, E (2013) in Putra, I. B. G. S., & Rahyuda, A. G (2016) stated that to increase organizational support there are 4 indicators namely: Fairness, Organizational rewards, Superior support, Working conditions.

Hypotheses that can be put forward as temporary conjectures in this study:

H1 : It is suspected that there is a significant positive influence of talent management variables on employee retention.

H2 : Suspected significant positive influence of organizational support role variables on employee retention.

H3 : It is suspected that there is a simultaneous significant positive influence between the talent management variable and the organizational support role variable on employee retention.

2. METHOD

Quantitative methods were used by the authors in the study. The location of this study is PT. Patco Electronic Technology Cibitung Department Rotor Assy. The first independent variable is Talent Management (X1). The second independent variable is the organizational support role (x2). The dependent variable in this study is employee retention (Y). The population of all employees is 303 people so that the sample is taken using the probability sampling technique, which is a withdrawal technique that provides equal opportunities for each element of the population to be selected as a sample member using the random sampling technique (Sugiyono, 2017). To determine the sample using the slovin formula as follows:

$$n = \frac{N}{1+N(e)^2} \quad n = \frac{303}{1+303(0,1)^2} \quad n = \frac{303}{4,03} \quad n = 75,18. \text{ Then the sample taken was 75 employees.}$$

2.1 Analysis Method

There are two types of data needed in this study, namely primary data sources and secondary data sources. The data collection techniques used in this study were interviews, observations, questionnaires and literature studies. Field research was obtained by distributing questionnaires to respondents, namely PT. Patco Electronic Technology Cibitung. Data measurement using a Likert scale of 1-5. The authors use SPSS 22.0 to help process the data. Before data processing and analysis, the first thing to do is to test the data with a validity test to measure the degree of validity of an instrument. Then reliability tests, classical assumption tests, multiple regression analysis, hypothesis tests, coefficient of determination tests, effective contribution tests and relative contribution tests can be carried out.

3. RESULT AND DISCUSSION

3.1 Validity Test

Table 2. Talent Management Validity Test Results

| Variabel | r count | r table | Status |
|----------|---------|---------|--------|
| X1.1 | 0,505 | 0,227 | Valid |
| X1.2 | 0,415 | 0,227 | Valid |
| X1.3 | 0,410 | 0,227 | Valid |
| X1.4 | 0,410 | 0,227 | Valid |

| Variabel | r count | r table | Status |
|----------|---------|---------|--------|
| X1.5 | 0,584 | 0,227 | Valid |
| X1.6 | 0,422 | 0,227 | Valid |
| X1.7 | 0,473 | 0,227 | Valid |
| X1.8 | 0,611 | 0,227 | Valid |
| X1.9 | 0,391 | 0,227 | Valid |
| X1.10 | 0,505 | 0,227 | Valid |
| X1.11 | 0,347 | 0,227 | Valid |
| X1.12 | 0,493 | 0,227 | Valid |
| X1.13 | 0,639 | 0,227 | Valid |
| X1.14 | 0,401 | 0,227 | Valid |
| X1.15 | 0,475 | 0,227 | Valid |
| X1.16 | 0,509 | 0,227 | Valid |

Table 3. POS Validity Test Results

| Variabel | r count | r table | Status |
|----------|---------|---------|--------|
| X2.1 | 0,615 | 0,227 | Valid |
| X2.2 | 0,815 | 0,227 | Valid |
| X2.3 | 0,589 | 0,227 | Valid |
| X2.4 | 0,336 | 0,227 | Valid |
| X2.5 | 0,422 | 0,227 | Valid |
| X2.6 | 0,316 | 0,227 | Valid |
| X2.7 | 0,685 | 0,227 | Valid |
| X2.8 | 0,308 | 0,227 | Valid |
| X2.9 | 0,327 | 0,227 | Valid |
| X2.10 | 0,406 | 0,227 | Valid |
| X2.11 | 0,331 | 0,227 | Valid |
| X2.12 | 0,814 | 0,227 | Valid |
| X2.13 | 0,484 | 0,227 | Valid |

Table 4. Employee Retention Validity Test Results

| Variabel | r count | r table | Status |
|----------|---------|---------|--------|
| X3.1 | 0,348 | 0,227 | Valid |
| X3.2 | 0,441 | 0,227 | Valid |
| X3.3 | 0,546 | 0,227 | Valid |
| X3.4 | 0,344 | 0,227 | Valid |
| X3.5 | 0,462 | 0,227 | Valid |
| X3.6 | 0,525 | 0,227 | Valid |
| X3.7 | 0,487 | 0,227 | Valid |
| X3.8 | 0,586 | 0,227 | Valid |
| X3.9 | 0,451 | 0,227 | Valid |
| X3.10 | 0,545 | 0,227 | Valid |
| X3.11 | 0,393 | 0,227 | Valid |
| X3.12 | 0,424 | 0,227 | Valid |
| X3.13 | 0,559 | 0,227 | Valid |
| X3.14 | 0,623 | 0,227 | Valid |
| X3.15 | 0,519 | 0,227 | Valid |
| X3.16 | 0,338 | 0,227 | Valid |

3.2 Reliability Test

R-Reliability Test Results calculate > Minimum Limit of 0,600

Table 5. Reliability Test Results

| Variabel | Cronbach's Alpha | Status |
|-------------------|------------------|----------|
| Talent Management | 0,770 | Reliabel |

| | | |
|----------------------------------|-------|----------|
| Perceived Organizational Support | 0,753 | Reliabel |
| Employee Retention | 0,765 | Reliabel |

3.3 Test Classical Assumptions

According to Singgih Santoso (2015) "A regression model will be used to do forecasting, a good model is a model with minimal forecasting errors. Therefore, a model before use should meet several assumptions, commonly called classical assumptions".

Table 6. Kolmogorov Smirnov Normality Test Results

| | | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N | | 75 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 2,68669923 |
| Most Extreme Difference | Absolute | ,091 |
| | Positive | ,091 |
| | Negative | -,074 |
| Test Statistic | | ,091 |
| Asymp. Sig. (2-tailed) | | ,197 ^c |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

In the normality test One-Sample Kolmogorov-Smirnov Test, there are KS2 values of 0.091 and Asymp. A sig of 0.197 equals 0.197 > 0.05. Then the data above is normal distributed data.

3.4 Multiple Linear Regression Analysis Test

Multiple linear regression analysis is used to determine the influence between two or more independent variables with one dependent variable displayed in the form of a regression equation (Sugiyono, 2017). The analysis is needed to determine the relationship between free variables and bound variables.

Table 7. Multiple Regression Analysis Result

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 29,524 | 7,274 | | 4,059 | ,000 |
| Talent Management | ,202 | ,101 | ,216 | 1,993 | ,050 |
| Perceived Organizational Support | ,442 | ,118 | ,407 | 3,750 | ,000 |

a. Dependent Variable: Employee Retention

The formula of the multiple regression equation with two independent variables is as follows :

$$Y = 29,524 + 0,202X_1 + 0,442X_2$$

So it can be concluded, the value of the coefficient of 0.202 means that talent management (X1) has a positive and significant effect on employee retention (Y), assuming the free variable is considered constant. A coefficient value of 0.442 means that the Perceived Organizational Support (X2) has a positive and significant effect on employee retention (Y), assuming the free variable is considered constant.

3.5 T-test

According to Sugiyono (2017) the T-test is a parametric statistic that is useful for testing comparative hypotheses on average two samples with the form of interval and ratio data. The stipulation is the value of the sig. < 0.05 and calculate > ttable (must see table) then it can be said that independent variables have a partial significant effect.

It is known that the table t value on df 72 is 1.666. So it was concluded, the variable X1 has a sig value of 0.050 < 0.05 and a calculation of 1.933 > 1.666, so it is concluded that the Talent Management variable has a significant positive effect on Employee Retention. The variable X2 has a sig value of 0.000 <

0.050 and a calculation of $3.750 > 1.666$, so it is concluded that the Perceived Organizational Support variable has a significant positive effect on Employee Retention.

3.6 F-test

According to Imam Ghozali (2016) Test F aims to find out whether free (independent) variables together affect bound variables (dependent), with decision criteria if in the ANOVA results the sig value. < 0.05 and $f_{table} > f_{count}$.

Table 8. F Test Result

| ANOVA ^a | | | | | |
|--------------------|----------------|----|-------------|--------|-------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 208,989 | 2 | 104,494 | 14,085 | ,000b |
| Residual | 534,158 | 72 | 7,419 | | |
| Total | 743,147 | 74 | | | |

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Talent Management, Perceived Organizational Support

It is concluded that the value of the sig. $0.000 < 0.05$ and count $14.085 > F_{table} 3.12$, then Talent Management (X1) and Organizational Support Role (X2) simultaneously affect Employee Retention (Y).

3.7 Coefficient of Determination Test (R2)

The Coefficient of Determination (R2) measures how far the model is capable of explaining dependent variables. The value of the coefficient of determination is between 0 and 1. An R2 value close to 1 means that the study's independent variable provides almost all the information needed to predict that variable. A small R2 value means that the ability of independent variables in describing dependent variables is very limited (Ghozali, Imam, 2016).

Table 9. Determination Corfisiest Test Results

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .530 ^a | .281 | .261 | 2.724 |

a. Predictors: (Constant), Talent Management, Perceived Organizational Support

b. Dependent Variable: Employee Retention

R values of $0.530 > 0.05$ indicate a relationship between the Talent Management variable and the Organizational Support Role to Employee Retention. R2 value = 0.281 which means that 28.1% of employee retention is influenced by Talent Management and Organizational Support Roles. 71.9% was influenced by other factors not studied in this study.

3.8 Effective Donation (SE) and Relative Contribution (SR)

Effective donations are used to determine the effective contribution of each predictor or free variable of the overall prediction (Sutrisno Hadi, 2016).

Table 10. Effective Donation Results

| Variabel | Koefisien Regresi (Beta) | Koefisien Korelasi | R Square |
|---------------------------------------|--------------------------|--------------------|----------|
| Talent Management (X1) | 0,216 | 0,375 | 28,1 |
| Perceived Organizational Support (X2) | 0,407 | 0,491 | |

Effective donations are calculated by the following formula:

$$SE(X)\% = \text{Betax} \times \text{Colleration Coefficient} \times 100\%$$

Obtained statistical test result data to test Relative Donation, as follows:

$$SE(X1) = (0.216 \times 0.375) \times 100\% = 8.1\%. SE(X2) = (0.407 \times 0.491) \times 100\% = 19.98\%$$

It can be seen that the effective contribution (SE) of the Talent Management variable (X1) to Employee Retention (Y) by taking into account other independent variables (X) that were not studied in

this study was 8.1%. Then the effective contribution (SE) of the Organizational Support Role variable (X2) to Employee Retention (Y) by taking into account other independent variables (X) that were not studied in this study was 19.98%.

Relative donations calculate the amount of donation of each free variable without regard to other variables that were not studied in this study, so that the amount of donation of each free variable can be predicted (Sutrisno Hadi, 2016).

$SR(X)\% = \text{Effective contribution \%} / R\text{square}$

The details of the calculation results in the table above are as follows:

$SR(X1) = (8,1 / 28,1) \times 100\% = 28,8\%$

$SR(X2) = (19,98 / 28,1) \times 100\% = 71\%$

It can be seen that the relative contribution (SR) of the Talent Management variable (X1) was 28.8% to the Employee Retention variable (Y) without regard to other variables that were not studied in this study. The relative contribution (SR) of the Organizational Support Role (X2) was 71% to the Employee Retention variable (Y) without regard to other variables not studied in this study.

3.9 DISCUSSION

Discussion of the results of research that tested talent management on employee retention in the results of the study found one discussion that the higher the level of talent management practices, the higher the level of employee retention. On the t test obtained sig value. $0.050 < 0.05$ means that the significant value is higher than the probability value. And obtained the t-count value of $1.993 > 1.666$. Thus, H_0 is rejected meaning that there is a significant influence between variable X1 on variable Y and H_a is accepted meaning that there is a relationship between the variable and other variables. It can be concluded that the hypothesis proposed by the researcher is accepted, namely that there is a significant positive influence between the talent management variable (X1) on employee retention (Y). The effective contribution (SE) of the talent management variable (X1) to employee retention (Y) by taking into account other independent variables (X) that were not studied in this study was 8.1%. Then the relative contribution (SR) of the talent management variable (X1) was 28.8% to the employee retention variable (Y) without paying attention to other variables that were not studied in this study. The results of this study are in line with the supporting journal by Sammy Kihari Kigo & Dr. Hazel Gachunga in an article entitled "Effect Of Talent Management Strategies On Employee Retention In The Insurance Industry to Kenya owned companies" published in the journal The Strategy Journal Of Bussines & Change Management Vol.3, Iss. 2 (45) 2016.

Discussion of the results of research that tests the role of organizational support for employee retention in the results of the study found one discussion that the higher the level of organizational support roles felt by employees, the higher the level of employee retention. On the t test obtained sig value. $0.000 < 0.05$ means that the value is significantly higher than the probability value. And the calculated value of $3,750 > 1,666$. Thus, H_0 is rejected meaning that there is a significant influence between the variable X2 on the variable Y and H_a is accepted meaning that there is a relationship between the variable and other variables. It can be concluded that the hypothesis proposed by the researcher is accepted, namely that there is a significant positive influence between the organizational support role variables (X2) on employee retention (Y). The effective contribution (SE) of the organizational support role variable (X2) to employee retention (Y) by taking into account other independent variables (X) not studied in this study was 19.98%. Then the relative contribution (SR) of the organizational support role variable (X2) was 71% to the employee retention variable (Y) without regard to other variables not studied in this study. The results of this study are in line with the supporting journal Ida Bagus Gede Swambawa Putra & Agoes Ganesha Rahyuda in an article entitled "The Effect of Compensation, Work Environment and Perceived Organizational Support (POS) on Employee Retention at Green Villas Hotel Tuban Bali" published in the Journal E-Journal of Management Unud Vol. 5 No. 2 of 2016 ISSN: 2302-8912.

Discussion of the results of research that tests the influence of talent management and the role of organizational support simultaneously on employee retention in the results of the study was found one discussion that the higher the level of talent management practices accompanied by a positive organizational support role, the higher the employee retention rate. Based on all the tests that have been carried out using SPSS version 22.0 above on the effect of talent management and the role of organizational support simultaneously on employee retention from the F test, the F-count value of $14,085 > F\text{-table } 3.16$ was obtained, meaning that Talent Management (X1) and Perceived Organizational Support

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(X2) together affect Employee Retention (Y). And sig value. $0.000 < 0.05$, then Talent Management (X1) and Organizational Support Role (X2) simultaneously affect Employee Retention (Y). The coefficient of determination test obtained value $R = 0.530$ shows a relationship between the talent management variable and the role of organizational support for employee retention because the R value > 0.05 . While the R square value = 0.281 means that the talent management variable and the role of organizational support affect employee retention by 28.1% and the remaining 71.9% is influenced by other factors that are not studied in this thesis.

4. CONCLUSION

Based on the analysis and discussion above and the purpose of this study, namely to determine the influence of talent management and the role of organizational support on employee retention at PT. Patco Electronic Technology. Then the following conclusions can be drawn:

The talent management variable has a significant positive effect on employee retention, meaning that the higher the level of talent management practice, the higher the employee retention. The variable role of organizational support has a significant positive effect on employee retention, meaning that the higher the organizational support role felt by employees, the higher the employee retention. The results of the coefficient of determination obtained the results of the variables Talent Management (X1) and Organizational Support Role (X2) simultaneously affect employee retention.

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