

The Impact of Digital Talent Management on Employee Performance with Individual Innovation Behavior as Intervening Variable at PT Dakwah Inti Media

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Abstract.

The purpose of this study was to analyze the effect of digital talent management on employee performance with individual innovation behavior as an intervening variable. This research is causality research with a quantitative approach. The sampling technique used saturated samples with a total of 54 respondents at PT Dakwah Inti Media. The statistical analysis used in this research is partial least square with the help of SmartPLS 3.2.9 software. The result of the analysis obtained from this study indicates that digital talent management has a positive and significant effect on employee performance; digital talent management has a positive and significant effect on individual innovation behavior; individual innovation behavior has a positive and significant effect on employee performance; individual innovation behavior in this study can mediate the effect of digital talent management on employee performance.

Keywords: Employee Performance, Digital Talent Management, Individual Innovation Behavior

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1. Introduction

The world has entered the era of digitalization, where people generally have a new lifestyle that is not far from electronic devices, not least in the world of work or organizational life (Nikijuluw et al., 2020). Many challenges must be faced to move the organization towards more advanced changes and keep up with the times. Increasingly fierce competition drives the job market to be very competitive. Technological sophistication that must be properly utilized and controlled requires superior human resources, and it is an important asset in the era of the Industrial Revolution 4.0 (Nofrita et al., 2020). The Industrial

Revolution 4.0 is a transformative work to improve through the integration of digital technology in all areas of business, where all work processes prioritize the Internet. With the digital transformation that has hit various industries, the development of digital competencies in human resources will be needed in this transformation. Increased use of technology in the workplace will encourage employees to have new skills such as digital talent. According to Dan et al. (2021), digital talent is an individual who contributes to the process of digitalization and digital transformation, such as creating ideas and developments that can then become new digital products or services.

According to McKinsey & Company (2019), it is estimated that around 23 million jobs will be lost by 2030 and replaced by automation. However, at the same time, it is estimated that 27-46 million new jobs will emerge thanks to digital technology. However, Karaboga et al. (2021) noted a gap between the high demand for digital skills and the number of digital talents available. According to the Ministry of Communication and Information Technology (MOCI), Indonesia needs around 9 million digital talents that can fulfill the needs of around 600,000 people per year. However, from the data provided by universities in Indonesia, they can only supply around 100,000 to 200,000 digital talents per year. Therefore, there is a gap of around 400,000-500,000 digital talents per year that has not been met (Kompas.com, 2022). This digital talent gap phenomenon shows that there are still many people who have not found jobs due to their lack of mastery of digital technology. Therefore, digital skills have become a top priority for industries today. Human resources are an important factor in organizations and have a key role in determining the development of the company.

In preparing for the future in the rapid development of the industrial revolution, what companies need to do is to prepare competent human resources. Talent management is a company strategy that must be carried out in developing employees which will affect their performance. This is related to research from Adnan et al. (2022) which states that there is a positive influence related to talent management on employee performance. However, it is different from the research conducted by Widodo & Mawarto (2020) which presents the research results that talent management does not have a significant direct effect on performance. According to Kahinde (2012), talent management is the implementation of strategies to increase productivity through superior process design by inviting, developing, retaining, and utilizing people with the skills and competencies needed to meet current and future business needs.

The emergence of digital technology changes the way individuals develop knowledge, skills, and behaviors. An individual who uses their skills to innovate or provide new ideas to their work to gain performance is called individual innovation behavior (Janssen O, 2000). This behavior plays a role in the progress of an organization. Someone who has innovative abilities will try to solve problems more effectively and efficiently. This is also a factor that affects employee performance. According to Pramularso (2018), defining employee performance is a measure of how human resources exist in the organization, whether they play a role in organizational development or not. Because the potential of high-performing human resources determines the success of the company.

Having competencies that are in line with the needs of the company and can apply them well is an important factor from the aspect of human resources that can affect the success of

a company. This explanation relates to research conducted by Khaki et al. (2017) where talent management has a positive and significant relationship with innovative behavior. The results of this research state that talent development carried out by an employee affects the emergence of innovative behavior. With that, human resource management can strive to achieve their best performance.

This research takes objects at PT Dakwah Inti Media or what is called TV9 Nusantara is a television station broadcast that presents a variety of programs that are slightly different from the others. the existence of TV9 can already be felt and competes with local TV that existed earlier, The start of this digital television era provides its challenges for the company, information technology and globalization are growing, and the mass media industry is also experiencing significant changes. With the problems that exist at PT Dakwah Inti Media, various demands and duplicate work on digital-related jobs are a phenomenon that is often encountered, so employees are required to improve their digital mastery, and if there are still employees who are lacking in their digital mastery, then it can affect individual behavior, such as lack of innovation at work or lack of confidence in conveying their creative ideas so that it can slow down the work process. This problem can also affect employee performance where the quality of employee work has not been maximized.

1.1. The Effect of Digital Talent Management on Employee Performance

Niemi et al. (2021) explain that operating in a dynamic and highly competitive industry, a company's performance and success depend on its ability to attract, develop, and retain talented people because digital talent is needed in today's world. Talent management influences employee performance because according to Malika & Irfani's (2022) explanation employees who manage talent well will better understand their skills and talents so that they can make the best contribution to produce a good performance. Marguna and Sangiasseri (2020) state that in the era of digitalization, the more superior digital skills employees have, the more human resource performance is achieved. According to Collings & Mellahi (2009), Talent management is an important factor in improving organizational performance and individual performance. The effect of digital talent management on employee performance can be shown by research by Adnan et al. (2020); Agustiani & Sadana (2019); Sopiah et al. (2020); Bibi (2018); Marguna & Sangiasseri (2020) revealed that talent management and digital competence have a positive effect on employee performance.

Based on the description above, the first hypothesis proposed is as follows:

H1: Digital talent management has a positive effect on employee performance

1.2. The Effect of Digital Talent Management on Individual Innovation Behavior

In addition to technology management, digital skills development requires critical, creative, and innovative thinking so that everyone can do everything related to their work (Karacay, 2018). Septiani (2020) revealed that the challenges and opportunities of Industry 4.0 for digital talents will encourage their innovative behavior. The influence of talent management and digital talent on individual innovation behavior can be shown by the research of Widodo & Mawarto (2020); Khaki et al. (2017); Nofrita et al. (2020) which shows that talent management and digital talent have a positive influence on individual innovation behavior.

Based on the description above, the second hypothesis proposed is as follows:

H2: Digital talent management has a positive effect on individual innovation behavior

1.3. The Effect of Individual Innovation Behavior on Employee Performance

Gibson I (1988) explains that performance is the result of work obtained from the behavior of organizational members. According to Rahman (2013) also states that the differences and uniqueness of each employee require good management skills and patterns because they can affect employee performance in an organization. Every company needs to consider the matter importance of motivating employees so that their performance increases through individual behavior through how they apply innovative and creative workplace abilities (Demircioglu & Audretsch, 2017). Janssen O (2000) revealed that individual innovation behavior is the creation, introduction, and implementation of new ideas in the workplace, to achieve individual or organizational performance. If someone shows and applies innovative behavior, it is considered to show how the performance is owned (Yuan & Woodman R.W, 2010). The effect of individual innovation behavior on employee performance can be shown by the research of Nurcahyo & Wikaningrum (2020); Hadi et al. (2020); Bagja & Hadi (2023); Leong & Rasli (2013) which reveals individual innovation behavior has a positive influence on employee performance.

Based on the description above, the third hypothesis proposed is as follows:

H3: Individual innovation behavior has a positive effect on employee performance.

1.4. The Effect of Digital Talent Management on Employee Performance through Individual Innovation Behavior

Widodo and Mawarto (2020) explained that an organization can encourage innovative behavior and improve performance through good talent management. This can be achieved by developing talent sourcing, attraction, and retention strategies and programs, conducting talent audits, developing individual roles, managing talent relationships, managing performance, providing appropriate rewards, managing careers, and creating a good work environment. This innovative behavior can manifest in various forms, such as opportunity exploration, creativity, informative research, being an advocate, and applying new ideas. In practice, this behavior will have an impact on improving performance, where individuals will remain enthusiastic and willing to make additional efforts to complete assigned tasks. They will also voluntarily perform activities that are not included in their job responsibilities, as well as cooperate with colleagues, follow organizational rules and procedures, and support organizational goals by helping, supporting, and maintaining them (Aguinis, 2013).

Based on the description above, the seventh hypothesis proposed is as follows:

H4: Individual innovation behavior mediates the effect of digital talent management on employee performance.

2. Research Method

2.1. Research Objects

The object of this research is PT Dakwah Inti Media located in Surabaya, East Java, Indonesia. The population involved in this study was 54 employees. The number of samples used is the same as the population, namely 54 employees. Therefore, the sampling technique used in this study is called a saturated sampling technique, because all members of the population are sampled.

2.2. Data Sources and Types

Primary data in this study were obtained directly from the main source, namely PT Dakwah Inti Media. The primary data source used is a questionnaire filled out by employees of PT Dakwah Inti Media.

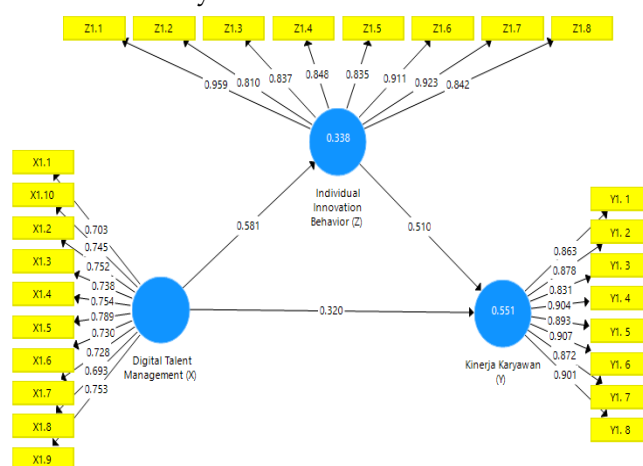
2.3. Operational Definition and Variable Measurement

Operational definitions are used to explain variables, allowing researchers to measure them in similar ways or develop better methods. The purpose of the operational definition is to understand the extent of the relationship between one factor and another, as well as to increase understanding of this research. This study consists of 1 independent variable, namely digital talent management (X) is managing and retaining employees who have innate or acquired digital skills by developing and applying them according to the needs of the company or organization. The digital talent management indicators used refer to the indicators described by Sule & Wahyuningtyas (2016), namely planning, recruitment & selection, performance management, talent mapping, and education and training. Then 1 dependent variable, namely employee performance (Y) is a measurement of the work results of the potential of each employee in carrying out their duties during a certain period. The employee performance indicators used refer to the indicators described by Mangkunegara (2017), namely quality, quantity, initiative, and responsibility. And 1 intervening variable, namely individual innovation behavior (Z) is the action of an individual in finding new ideas or ways to be applied in the workplace, where this is the beginning of the emergence of innovation and can help complete tasks effectively and efficiently. The indicators used in this variable refer to the indicators described by De Jong J & Den Hartog D (2010), namely idea exploration, idea generation, idea championing, and idea implementation.

3. Results and Discussion

3.1. Results

The total sample in this study was 54 respondents, with 42 people (77.8%) being male employees and 12 people (22.2%) being female employees. In terms of age range, there are 31 employees (57.4%) aged between 20-30 years, 21 employees (38.9%) aged between 31-40 years, and 2 employees (3.7%) aged between 41-45 years. Regarding the length of service, 48 employees (88.9%) have a length of service between 1-5 years, while 6 employees (11.1%) have a length of service between 6-10 years.



Figures 1. Test Measurement Model

Based on Figure 1, that each indicator has an outer loading value that exceeds 0.05 which is considered sufficient (Ghozali, 2014). So it can be proven that the indicators of the variables can be declared valid. This means that this research variable has good convergent validity.

Table 1. Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Digital talent mangement	0.923	0.910
Individual innovation behavior	0.962	0.955
Employee performance	0.965	0.959

Based on Table 1, composite reliability > 0.07 . So the data has good reliability or meets composite reliability. The Cronbach's alpha value of all model constructs is > 0.07 , which means that overall it has strong reliability and meets the Cronbach's alpha requirements, so the data is reliable for research.

Table 2. Results of Data Analysis

Variable	Original Sample	T - Statistics	Information
DTM > EP	0.320	2.678	Positive and significant
DTM > IIB	0.581	6.727	Positive and significant
IIB > EP	0.510	3.860	Positive and significant
DTM > IIB > EP	0.296	2.887	Positive and significant

Based on Table 2, the result of data analysis in this study can be written as follows:

DTM > EP: The t-statistic value of the effect of digital talent management on employee performance is $2.678 \geq 1.96$. This means that there is a significant effect of digital talent management on employee performance. The estimated coefficient value of 0.320 which is positive, meaning that the better digital talent management, the higher employee performance will be.

DTM > IIB: The t-statistic value of the effect of digital talent management on individual innovation behavior is $6.727 \geq 1.96$. This means that there is a significant effect of digital talent management on individual innovation behavior. For the estimated coefficient value of 0.581 which is positive, meaning that the better digital talent management, the higher individual innovation behavior will be.

IIB > EP: The t-statistic value of the effect of individual innovation behavior on employee performance is $3.860 \geq 1.96$. This means that there is a significant effect of individual innovation behavior on employee performance. For the estimated coefficient value of 0.510 which is positive, meaning that the better individual innovation behavior, the higher employee performance will be.

DTM > IIB > EP: The coefficient of the direct effect of digital talent management on employee performance is 0.320 and significant at 5% ($t \text{ count} \geq t \text{ table } 1.96$). The indirect effect of digital talent management on employee performance through individual innovation behavior is 0.296 and significant at 5% ($t \text{ count} \leq t \text{ table } 1.96$). It is concluded that digital talent management has a direct effect on employee performance and also has an indirect effect on employee performance through individual innovation behavior.

3.2. Discussion

The Effect of Digital Talent Management on Employee Performance

The test results show that digital talent management has a positive and significant influence on employee performance. It can be seen based on the results of data processing which explains that the t-statistics value is greater than the t-count, namely $2.678 \geq 1.96$ so that H1 is accepted. This research is in line with the results of research from Adnan et al. (2022); Agustiani & Sadana (2019); Sopia et al. (2020); and Marguna & Sangiasseri (2020) which reveal that talent management and digital competencies have a positive and significant influence on employee performance. The study uses talent management variables, digital competencies, and employee performance. Digital talent management is said to have an impact on employee performance because talent management helps employees better understand their talents and skills so that they can make the best contribution to high performance. Attributed to the research conducted at PT Dakwah Inti Media, implementing digital talent management will influence the performance of employees. This happens because there are things that affect employee performance such as abilities and skills, knowledge, personality, work plans, leadership, and work motivation. This is considered influential for the company because it does not rule out the possibility that the achievement targets of the company will be quickly met.

This means that the digital talent management implemented by the company has a significant positive effect on employee performance.

The Effect of Digital Talent Management on Individual Innovation Behavior

The test results show that digital talent management has a positive and significant effect on individual innovation behavior. It can be proven based on the results of data processing which explains the value of t-statistics which is greater than the t-count, which is $6.727 \geq 1.96$ so that H2 is accepted. This study strengthens the results of research from Nofrita et al. (2020); Widodo & Mawarto (2020); and Khaki et al. (2017) which revealed that digital talent and talent management have a positive and significant effect on individual innovation behavior. In the results of interviews with employees of PT Dakwah Inti Media, Mr. LH (31) stated that the implementation of digital talent management certainly greatly affects employee innovative behavior. Because with the education & and training provided by the company for digital talents, the company can quickly feel the satisfying work results of its employees who have provided their creative ideas easily to help the company advance and keep up with the times.

This means that the digital talent management implemented by the company has a significant positive effect on individual innovation behavior.

The Effect of Individual Innovation Behavior on Employee Performance

The test results show that individual innovation behavior has a positive and significant effect on employee performance. It can be proven based on the results of data processing which explains the t-statistics value which is greater than the t-count, which is $3.860 \geq 1.96$ so that H3 is accepted. This study strengthens the results of research from Nurcahyo & Wikaningrum (2020); Bagja & Hadi (2023); Leong & Rasli (2013) explained that individual innovation behavior has a significant positive effect on employee performance. When associated with research conducted at PT Dakwah Inti Media, innovative behavior in

employees is needed, because this television station company which is thick with creative ideas is very influential in developing the progress of a company. This affects employee performance if they can work with good quality and make contributions such as creating and implementing ideas for new processes.

This means that individual innovation behavior in employees has a significant positive effect on employee performance.

The Effect of Digital Talent Management on Employee Performance through Individual Innovation Behavior

The test results show that individual innovation behavior can mediate the effect of digital talent management on employee performance so that H4 is accepted. It can be proven based on the results of data processing that explain the indirect effect of the coefficient value of 0.296. It can be interpreted that individual innovation behavior can mediate the influence of digital talent management on employee performance. Connected to research at PT Dakwah Inti Media and supported by the results of interviews with Mr. LH (31) and Mrs. NRJ (26) who explained that digital talent must indeed be developed and companies must also maintain and manage digital talent well so that digital talent can contribute a lot in helping to develop companies that must now always keep up with the times. When companies have implemented digital talent management, this can give birth to digital talents who will also apply their innovative behavior by providing ideas for new processes that affect the company. This greatly affects employee performance because it has provided good quality work. Judging from the results of data processing that explains indirect effects, it is also known that individual innovation behavior can mediate the influence of digital talent management on employee performance. However, digital talent management also has a direct effect on employee performance as well as the previous explanation.

This means that individual innovation behavior can mediate the effect of digital talent management on employee performance.

4. Conclusion

Based on the results of research and discussion related to the effect of digital talent management on employee performance with individual innovation behavior as an intervening variable, several conclusions can be drawn which show that (1) digital talent management has a positive and significant effect on performance on employees of PT Dakwah Inti Media; (2) digital talent management has a positive and significant effect on individual innovation behavior; (3) individual innovation behavior has a positive and significant effect on employee performance; and (4) individual innovation behavior can mediate the effect of digital talent management on employee performance.

The results of the study also provide practical advice obtained from analysis and observations, namely, it is hoped that the company in the selection process can be consistent with the existence of digital-related tests, this is to measure how good the abilities of a prospective employee are. This step is expected in the future to have a positive impact on the company in the form of improving employee performance and also the goals of the company can be achieved. Then in innovative behavior, employees are expected to be more able to find opportunities and explore a problem that can be used as an idea for a new process. It would be nice if the company could be consistent in paying attention to its human

resources by providing education & and training that can increase the knowledge and skills of an individual to assist in the running of an organization properly and realize company goals.

For future researchers, it is hoped that they can continue this research further regarding digital talent management variables with a wider scope and what things affect performance in employees. Then also use research objects and subjects related to digital such as companies that have used digital transformation and IT companies.

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