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Effect Of Talent Management And Social Capital On Employee Performance Mediated By Job Satisfaction

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ABSTRACT

The purpose of this study is to analyze the effect of talent management and social capital mediated by job satisfaction on the performance of commercial banking employees in Indonesia. The focus on the combined talent management and social capital in affecting the performance of commercial bank employees mediated by job satisfaction in Indonesia is a novelty and is still rarely studied in Indonesia. This research was conducted on 10 commercial banks in Indonesia and observations were made on 200 bank employees with supervisor level and above. The research method used in this study is explanatory research and data processing using the Structural Equation Model (SEM) with the help of LISREL software. The results of this study conclude that Social Capital and Talent Management in the banking industry in Indonesia tend to have a significant effect on employee performance whereas job satisfaction plays an important role in strengthening the influence of social capital and talent management in improving employee performance. So there is a positive and significant effect of Social Capital on Employee Performance, Job Satisfaction and Talent Management, there is a positive and significant effect of Talent Management on Employee Performance, Employee Job Satisfaction, and There is a positive and significant effect Job Satisfaction on Employee Performance, and there is a positive and significant effect of social capital on employee performance mediated by Job Satisfaction. This shows that positively and significantly improving the effectiveness of Job Satisfaction will lead to an increase in the effect of Social Capital on Employee Performance and the results of this study is a renewal of the results of previous studies. There is also a positive and significant effect of talent management on employee performance mediated by job satisfaction. This shows a significant positive improvement in the effectiveness of Job Satisfaction, increasing the effect of Talent Management on Employee Performance.

Keywords: Employee performance, Talent management, Social capital, Job satisfaction.

INTRODUCTION

In the current era of globalization, the industrial and economic development of the banking sector has undergone a significant transformation from traditional banking to modern banking due to technological

disruption and innovation (GhafoorAwan&Asgar, 2014).Along with these changes, the increase in bank performance and productivity is strongly influenced by Human capital or talent, namely the ability of employees to increase company value, such as knowledge, skills, attitudes, relationships and behavior.The relationship between value added and human capital/talent indicates the ability of Human Capital to create value within the company.Human capital will increase if the company is able to optimize the knowledge/talents of employees.According to Anatan in Wahdikorin (2010:13), human capital is an accumulation of investment value which is reflected in employee training activities and human resource competencies.

The ongoing issue of employee performance in the general banking industry in Indonesia is the low performance of employees or the quality of Human Capital which is one of the factors that causes most banks in Indonesia to be inefficient, bank profitability is low and employee turnover is high. The high turnover of employees working in banks based on IBI data (2019) reached 25% a year and only a third of loyal employees and almost half of bank employees think they are ready to move to another bank for career advancement. In general, banks stated that most of them faced problems in retaining their best employees. Problems with the performance of bank employees in Indonesia, especially in commercial banks, include the low achievement of bank marketing employee targets (Account Officers). The average credit target achievement is only 72% of the given target. Likewise, the achievement of the target of obtaining Third Party Funds is only 83% of the target given by the Bank. In addition, employees in the operational department such as the teller, customer service and back office (clearing division, friend division) often make mistakes at work. Based on pre-research data at several commercial banks and one of them is Bank BumiArta in 2018 and 2019, the average KPI value of Bank teller officers is between 35% - 57% of the maximum value of 100%. (HRD Bank BumiArta, 2020). This means that the performance of Bank BumiArta's front office employees is very low. As for employees in other sections, namely operations, IT, HR, Customer Service, Credit Admin, and general, the average scores are 49%, 58%, 63%, 59%, 49%, 51%, respectively. So the average performance of Bank BumiArta employees is 53%. This means that the average performance of Bank BumiArta employees is categorized as minimal or somewhat less than the expected performance, which is above 80%. Research conducted on employees of Bank BJB concluded that employee performance was in the Bad category, namely 41.8% of the maximum value of 100% while job satisfaction was 27.3%. (Iskandar, 2019). The work performance of employees in the banking sector is still low, it also tends to be due to compensation or remuneration that is still below employee expectations. Based on data from the financial statements of several commercial banks, the salary ratio between the lowest and highest salaries is very large. The data shows that the Bank Index has the highest salary ratio with the lowest being 109 to 1, namely the highest salary of 109 million and the lowest salary of only 1.5 million (Bank Index, 2018). Similarly, Bank SBI Indonesia with the highest and lowest salary ratio is 12.72 to 1 (Bank SBII, 2016). Bank of India Indonesia, the lowest salary is 3 million while the highest is 75 million (HRD Bank India, 2018). In conclusion, the salaries of employees of several commercial banks are still below the minimum wage. The low average salary is one of the reasons the employee performance is not optimal.

AL Damoe et al.(2012) stated that employees who have good performance in the form of high competence and knowledge can improve the company's financial performance.This happens because of

the low performance of employees who do not have adequate ability to do credit marketing and also the ability to analyze credit.

One of the efforts to acquire, develop and retain talented employees is through talent management. Talents are key employees who have sharp strategic thinking, ability to attract and inspire people, have entrepreneurial instincts, functional skills and ability to create results. Talents are employees who are able to contribute above average through the achievement of high performance and ownership of potential that will affect the current and future growth of the organization, the talent in question is not only limited to a certain level but applies to all existing functions and groups. in the organization (Wahyuningtyas, 2016). Talent generally refers to the ability, skill or art that a person has in a particular field. Phillips and Ropper (2009). It also refers to people who have high potential, scarce knowledge and skills or who are successful in bringing about change in the company. Such individuals are typically sought after in the marketplace and their contribution to the business adds direct value to a strategic or competitive position. Pella and Inayati (2011), talent management is a process to ensure the company's ability to fill key positions of the company's future leaders (company future leaders) and positions that support the company's core competencies (unique skills and high strategic value). Muhyi, et al. (2016) explain more deeply about talent management, a process to ensure the company's ability to fill key positions of the company's future leaders (company future leaders) and positions that support the company's core competencies (unique skills and high strategic value). In addition, talent management can be a comprehensive strategic approach to identify, evaluate, develop and allocate talented human resources to assist activities in achieving the best performance and organization. Revti Raman, DorenChadee, Banjo Roxas and SnejinaMichailova (2013) and James Kwame Mensah (2015) examine the effect of talent management on employee performance, the results of which show a positive effect between talent management and employee performance.Most companies have implemented the concept of talent management to address human resources (HR) in the face of changing times, competitiveness and technology

The company's policy to maintain and increase employee job satisfaction is one of the strategies to ensure the company is able to complete its targets and operations. Dissatisfied employees will show ineffectiveness and efficiency in performance, (Luthans 2006) states that job satisfaction is dependent on how a person's individual perception in carrying out his duties at work so that it is subjective for individuals who feel it. Senad (2018) says that compensation does not always provide job satisfaction and motivation for employees, but rather intrinsic compensation which consists of feeling satisfied with their work, opportunities for further advancement in career, increased responsibility, recognition of abilities and organizational atmosphere. Compensation is divided into two, namely direct and indirect compensation for services to employees that are received routinely such as salaries, bonuses or incentives and indirect compensation including holiday allowances and health benefits. Human resources or employees are one of the important resources in a company, and are often referred to as the spearhead to achieve company goals. Therefore, companies need high-performing human resources or employees so that they can achieve the company's goals that have been set up.

Employee performance is affected by talent management, social capital and job satisfaction. The performance of employees in the banking sector is determined by their effectiveness in the recruitment,

training and placement processes that match the talents of employees, the ability of employees to interact between individuals and departments, the ability to access information as well as the fulfillment of employee needs and desires. If all these factors are met properly and effectively it will improve employee performance. Talent Management has an effect on Employee Satisfaction and Performance. If talent management begins in the form of an effective recruitment, training, placement and career planning process for employees, it will improve employee performance. Social Capital affects employee satisfaction and performance, if social capital is in the form of networking skills for employees to communicate outside the bank, the ability to access information inside and outside the bank has quality, of course, it will improve the employee's performance. Employee Job Satisfaction has an effect on Employee Performance. If job satisfaction is met and lasts relatively long, it will have a positive impact on employee performance because the needs and desires of the employee are fulfilled.

Furthermore, based on the formulation of the problem in this study the research questions are, is there any effect of Social Capital on Employee Performance? Is there any effect of Talent Management on Employee Performance? Is there any effect of Employee Satisfaction on Employee Performance? Is there any effect of Social Capital on employee job satisfaction? Is there any effect of Talent Management on employee satisfaction? Is there any effect of Social Capital on Talent Management? Is there any effect of Social Capital on Employee Performance mediated by Employee Satisfaction? Is there any effect of Talent Management on Employee Performance mediated by Employee Satisfaction? The purpose of this study was to examine the mediating effect of job satisfaction on employee performance. In this study, the satisfaction variable is the mediating variable or the intervening variable and two other variables, namely social capital and talent management and employee performance variable. To prove this, the researchers conducted further research to get valid results.

This research is expected to be useful as a reference for further research that discusses banking human resource management, especially to develop further models using other relevant variables. This is a State of The Art (SOTA) which will be proven by using empirical data regarding the factors that affect employee performance, especially bank managers. This research is also useful as input for banks, especially commercial banks BUKU (BKMI) 2 in order to be able to manage and improve the performance of their employees by using talent management, appropriate social capital so as to increase employee job satisfaction which ultimately improves bank employee performance as a proxy for the bank's financial performance. (bank financial reports).The research will be organized in five sections. First section is the introduction will discuss the background, identification of problems, problems, research objectives, research benefits and research systematics. Section two will briefly discuss the Literature Review and Hypothesis Development, research framework. the third section will discusses research method, the fourth section will present the results and discussion and finally the last section will present the conclusions, implications, limitations and suggestions based on the study.

LITERATURE REVIEW

Watling (2016) explains, that performance is all the work of individuals and groups that contribute to laying the foundation for a sustainable organization and must be evaluated in order to align with the company's vision.Pradhan and Jena (2016) explain that employee performance in general can be measured through several aspects, namely: 1. Task performance. The performance achieved is based on

the given responsibilities or job description. Task performance requires more knowledge of the task to be done, work skills, namely the technical application of knowledge possessed to complete the work without having to be supervised, namely the ability to respond to the work given, whether facilitated or not. 2. Adaptive performance. Individual's ability to adapt to dynamic work situations. 3. Contextual performance (Contextual Performance). Voluntary actions of employees that bring benefits to the company in an intangible form. From the description above, it can be synthesized that performance is the behavior of employees in contributing to the achievement of organizational goals with indicators of carrying out task performance, adaptive performance and contextual performance.

The concept of talent management or talent management was first proposed by Hankin et.al. (1997) from McKinsey & Company and popularized in the book "The New War For Talent", a book published by McKinsey, (2015), this also makes Talent Management considered important in the business world because human resources (HR) are seen as an asset. The biggest problem for every company and every company is always at risk of losing its key employees to competitors who offer something more attractive. Rampersad (2006) concludes that talent must be managed, planned and used as the basis for effective employee career sustainability. Lewis and Heckman (2006) conclude talent management as a process that leads to a better state. Meanwhile, according to Pella and Inayati (2015) emphasizes the aspect of fulfilling the 'key person' position in the company in the future. Yarnall (2011) concludes talent management as a selection of employees who excel in the company who can be made into key position cadres in the future.

In theory, Talent Management consists of four dimensions, namely: 1. Talent Acquisition. (Recruitment). For starters, talent acquisition is very important because it determines how much effort and time we have to invest to develop our newly recruited employees into good talents for the organization. Talent Acqusition focuses on getting the best. HR plays an important role in achieving an effective and well-performing organization (Huselid et al., 20 in Collings, 2009). 2. Talent On-Boarding/Activation. (Usage). This process is not only focused on orientation/induction activities that provide knowledge about the company's vision, mission, values and rules, but also ensures the integration of new employees into the work environment, so that new employees can immediately be accepted in the new work environment and effectively build relationships. productivity-enhancing work. 3. Talent Development, (employee development) just like an organization that continues to grow to be competitive, talent also needs to be developed to always have the capabilities needed to execute the organization's strategy. Developing internal talent is actually much less risky than recruiting new employees. Assessment of internal talent can be much more accurate than selecting prospective employees. However, often due to the difficulty of managing change, internal talent development is often forgotten. 4. Talent development, focusing on planning, selecting and implementing the overall talent pool development strategy to ensure the company has a supply of present and future talent, to meet strategic objectives and develop activities in accordance with the organization's talent management process (Wahba, 2015). 5. Talent Retention, (maintaining talent that performs well) Good talent is a very important asset for the organization but it is very difficult to find and develop talent to become optimal talent for the organization has spent a lot of time and effort, so it needs to be maintained and appreciated properly. Robert Luna (2018) found that the results of a series of path analyzes of a data set of 198 public and private sector employees show that a strategy centered on talent management affects job performance, but through job

satisfaction acting as a mediator.Thus, it is not postulated that we should pursue job satisfaction as the main underlying contributor to job performance, but if we develop and institutionalize a comprehensive talent system, it can affect job satisfaction (directly) and job performance (indirectly).

Social capital is simply defined as a collection of values or informal norms that are spontaneously shared among members of a group that enable cooperation between them. Fukuyama (2010) concluded that employees should prioritize teamwork and follow traditional virtues, such as: honesty; keep commitments; responsibility for work and norms of reciprocity. Fukuyama also stated that under certain conditions social capital can facilitate a high degree of community innovation and community adaptability. The concept of social capital arises from the idea that members of society may not be able to individually solve the various problems they face. There is a need for networking or social relations and the ability to access information inside and outside the bank so as to support togetherness and good cooperation from all interested community members to overcome these problems. According to Hanifan (2013), social capital includes good will, a sense of friendship, mutual sympathy, as well as social relations and close cooperation between individuals and families that social capital, namely trust, values and norms (norms) and networks (networks). There are three elements, components, resources and important dimensions in a social capital, namely trust, values and norms (norms) and networks (networks).Thus social capital can be synthesized that social capital is a relationship/networking and the ability to access information possessed by individuals in relating and collaborating with other individuals both inside and outside the company with indicators of trust, networking and values and norms. Research conducted by Albflasa (2019) on the telecommunication provider Zain in Bahrain concludes that various social media factors have a significant effect on increasing employee performance.Likewise, research conducted by Cao et.al (2016) on professional employees in China concluded that networking through social media increases the opportunity for 'knowledge transfer' which ultimately improves employee performance.

An understanding of job satisfaction does not mean how hard or how well a person works, but how much a person likes a particular job.Hughes (2007) job satisfaction relates to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others.Locke in Luthans (2012) provides a definition which states that job satisfaction is a happy emotional state or positive emotion that comes from an assessment of one's work or work experience.From the definition of job satisfaction above, the authors conclude that job satisfaction is a positive emotion or feeling that arises from employees' perceptions of the work they do.Satisfaction refers to the level of fulfillment of one's needs, wants and desires.From the description above, it can be synthesized that job satisfaction is an expression of pleasant feelings and attitudes as a result of an assessment measured by a wage that is in accordance with the workload, promotion opportunities, supervision from superiors, satisfaction with the work itself and good relations with coworkers. We framework our study by using research methodology explained in the next section.

III. METHODOLOGY

The research object is the variable or what is the point of attention or what aspect is being studied from a study (SuharsiniArikunto, 2018: 15). The object of research that the author examines is the variables of Social Capital (X1), Talent Management (X2), Job Satisfaction (Y3) and Employee Performance (Z). The

object of research is something that is of concern in a study, the object of this research is the target in research to get answers and solutions to problems that occur. As for Sugiyono (2017:41) explains the notion of the object of research is a scientific target to obtain data with certain purposes and uses about something objective, valid and reliable about a thing (certain variables). Sugiyono (2012) the object of research is an attribute of a person, object or activity that has a certain variation determined by the researcher to be studied and then drawn conclusions while the research subject or unit of analysis is an informant or resource person who is a source of research data such as banks, companies, employees/individuals and others. The research subjects are 8 (eight) local and foreign commercial banks represented by banks employee. The research population consists of employees of commercial banks in Indonesia taken from 8 (eight) banks from 110 banks (DPI, 2020). The basis of the research sample/Unit of Analysis was selected based on the criteria (purposive sampling) such as Bank employees with head office in DKI Jakarta and public companies, local and foreign private shareholder banks, and Bank employees who are used as respondents are employees with the designation of Division Head (Kadiv), Head of Section (Kabag), Branch Manager (Pincab).

The method in this study is a quantitative method, namely an approach based on positivism and on certain populations and samples with random sampling techniques (Sugiyono, 2013). The aim is to obtain research results that are more objective, comprehensive and valid. This study aims to test the hypothesis and describe the research results quantitatively. The type of investigation carried out is to determine the causal relationship of the variables studied. This research is also descriptive and causal. Descriptive research is designed to collect data that describes the characteristics of people, events or situations and causality research aims to determine whether one variable causes changes to other variables (Sekaran and Bougie, 2013). This study will explain and examine the effect between variables on the unit of analysis under study. This research is also an exploratory research that examines the effect of each independent variable on the dependent variable which is moderated by certain intervening control variables. The analysis technique for data processing will use regression analysis using SEM (Structure Equation Model) statistical tools through LISREL software.

OPERATIONAL VARIABLES

Employee Performance Variable
Based on the results of the synthesis of performance is the behavior of employees in contributing to the achievement of organizational goals with indicators carrying out routine tasks, carrying out additional tasks, and carrying out voluntary behavior.

Talent Management Variable
Based on the results of the synthesis, Talent Management is the selection and development of employees who are considered talented in the company so that they can produce a group of people whose talents can be developed to become an investment in the company.

Social Capital Variable
Based on the results of the synthesis, Social Capital is an individual's ability to relate and cooperate with other individuals both inside and outside the company.

Job Satisfaction Variable

Based on the results of the synthesis, job satisfaction is an expression of pleasant feelings and attitudes as a result of an assessment of a job or work experience with indicators of wage satisfaction, promotion opportunity satisfaction, supervisory satisfaction, satisfaction with co-workers, and satisfaction with the work itself.

The Likert scale is a scale used to measure attitudes, opinions, and perceptions of a person or group of people towards an event, where the measured variables are translated into indicators, then these indicators are used as a starting point for compiling statement items (Saijono&Julianti, 20156).The assessment for each question-statement is measured with a level of 1 to 5 categories, namely: 1. Strongly disagree, 2. Disagree, 3. Neutral 4. Agree, and 5. Strongly agree with the ordinal measurement scale.

Before the research instrument was used to collect field data, the instrument was tested in order to test the validity of the items and the reliability of the research instrument. The purpose of the validity test is to check whether the item is feasible to be used as a measuring tool. Reliability Test is carried out to determine the level of consistency of measurement results if repeated measurements are made of the same symptoms and measuring instruments.

IV.RESULT AND DISCUSSION

Descriptive analysis was used to determine the characteristics of the respondents' responses to the variables used in the study. The statistical measures used in the descriptive statistical analysis of this study were the number of respondents, minimum value, maximum value, mean and standard deviation (SD). The value categories for research variables are summarized below.

Table 4.1Respondent Demographic Characteristic

No	Demographic Characteristic	Total	Percentage (%)
1.	Gender		
	Male	97	54.2
	Female	82	45.8
2.	Age		
	< 40 year	82	45.8
	> 40 year	97	54.2
3.	Education		
	D3	28	15.6
	S1	104	58.1
	S2	47	26.3
4.	Tenure		
	< 20 year	100	55.9
	> 20 year	79	44.1
	Total	179	179

From table 4.1 abovementioned, it can be seen that the data per gender, from 179 respondents with details of 97 men (54.2%) and 82 women (45.8 %), meaning that there are more male respondents than

women. This indicates that men still have good leadership roles and qualities, while female leaders for some company owners are more skeptical, should be professional in seeing as more appropriate and more capable in handling management work, not their gender. Age data, it is known from 179 respondents with details of the Age of Respondents who are above the age of 40 years, the highest is 97 respondents or 54.2%. and the lowest age voters were under 40 years of age with 82 respondents or 45.8%. This indicates a career path and work experience in achieving a manager position. Final Education Data, it is known from 179 customers with details of the latest education, the most respondents are Masters education with a total of 47 or 26.3% of respondents, while S1 education is 104 respondents or 58.1% and for D3 education as many as 28 respondents (15.6%). This indicates a brilliant career path and professionalism achieved by most of the managers who graduated from S1, and only 14.5% of managers graduated from Diploma (D3). From the data on length of service of 179 respondents, employees with the longest working period were above 20 years as many as 79 respondents (44.1%) while under 20 years of service there were 100 respondents (55.9%). This shows the length of work span in building a career in the banking sector to reach the level of senior manager, the average length of work is under 20 years.To summarize the respond of the respondent based on variables used in this study below is the results.

1. **Social Capital**

The scale used to see respondents' perceptions of Social Capital is a Likert scale with a range of 1 - 5. Based on the results of the perception data analysis of respondents' responses to the Social Capital variable using SPSS 25, then through 14 questions the result was obtained. It shows that the average data on the Social Capital variable has an average score of 4.22, which is in the very good/strongly agree category.This shows that in general, respondents perceive Social Capital very well.The respondent's perception of social capital is the highest in the statement MS7, namely "I maintain good customer relations";with an average score of 4.39.Meanwhile, the lowest average score perceived by respondents was on the MS1 statement, namely "My company involves many employees structurally in business development from the start";with an average score of 4.02.

2. **Talent Management**

The scale used to see respondents' perceptions of Talent Management is a Likert scale with a range of 1 – 5. Based on the results of the perception data analysis of respondents' responses to the Talent Management variable using SPSS 25, then through 15 statements the results are obtained.It shows that the average Talent Management variable data has an average score of 4.04 which is in the very good/strongly agree category. This shows that in general, respondents perceive Talent Management very well. The respondent's perception of talent management is the highest in the MT1 statement, namely "I feel that my experience is appropriate or supports my work"; with an average of 4.17. Meanwhile, the lowest average score perceived by respondents was on the MT4 statement, namely "I feel that the salary given by the company is more than adequate"; with an average score of 3.83, it means that some employees feel that the salary given is insufficient. The score for wanting to change jobs is 3.94, indicating that some employees want to find another bank that is better for their place of work. The MT 15 score of 3.89 indicates that some employees think that the bank is not well prepared to replace candidates for resigning employees. Thus, these three aspects must be improved by bank management.

3. Job satisfaction

The scale used to see respondents' perceptions of job satisfaction is a Likert scale with a range of 1 - 5. Based on the results of the data analysis of respondents' perceptions of responses to the Job Satisfaction variable using SPSS 25, then through 16 questions the results are obtained.   It shows that the average job satisfaction variable data has an average score of 4 which is in the very good / strongly agree category. This shows that in general, respondents perceive job satisfaction very well. The perception of respondents in perceiving the highest Job Satisfaction is in the statement of KP13, namely "Relations with co-workers are well established and the family atmosphere in work is well-developed"; with an average score of 4.22. Meanwhile, the lowest average score perceived by respondents was in the statement of KP2, namely "I feel that the salary is in accordance with the necessities of life"; with an average score of 3.66. This score shows that some employees feel that the salary they receive cannot meet their daily needs. A KP10 score of 3.79 indicates that some employees are dissatisfied with the work they are currently doing. The KP1 score of 3.83 indicates that some employees feel that the workload they do is not in accordance with the salary they receive. Thus management must improve these three aspects.

4.Employee performance

The scale used to see respondents' perceptions of employee performance is a Likert scale with a range of 1 - 5. Based on the results of the data analysis of respondents' perceptions of responses to the Employee Performance variable using SPSS 25, then through 15 statements the results are obtained. It shows that the average Employee Performance variable data has an average score of 4.37 which is in the very good category / strongly agree.This shows that in general, respondents perceive employee performance very well.The respondent's perception in perceiving the highest Employee Performance is in the KK4 statement, namely "I am responsible for completing a job";with an average score of 4.61.Meanwhile, the lowest average score perceived by respondents was in the KK3 statement, namely "I evaluate the implementation of activities in writing for each activity that has been completed";with an average score of 4.23.

Instrument Validity and Reliability

Test Results In this study, researchers conducted two kinds of validity and reliability tests of research instruments.The results of testing the validity of the question items on the questionnaire for each variable with the Corrected Item Total Correlation value or r value > 0.3 (Sugiyono, 2006) or r > 0.2 (Nisfiannoor, 2013).If the value of r > 0.3, this means that the item/indicator of the statement is valid. Then for the reliability test with Cronbach's alpha, each variable (latent) gets a Cronbach's alpha value > 0.7, meaning that the instrument can be said to be reliable. The results of the reliability testing for each variable of this study can be seen in Table 4.11 below.

Table 4.2 Results of Research Variable Reliability Test

NO	Variable	Cronbach's Alpha	Total Indicator	Results
1	Social Capital	0.948	14	Reliable
2	Talent Management	0.946	15	Reliable
3	Job Satisfaction	0.961	16	Reliable

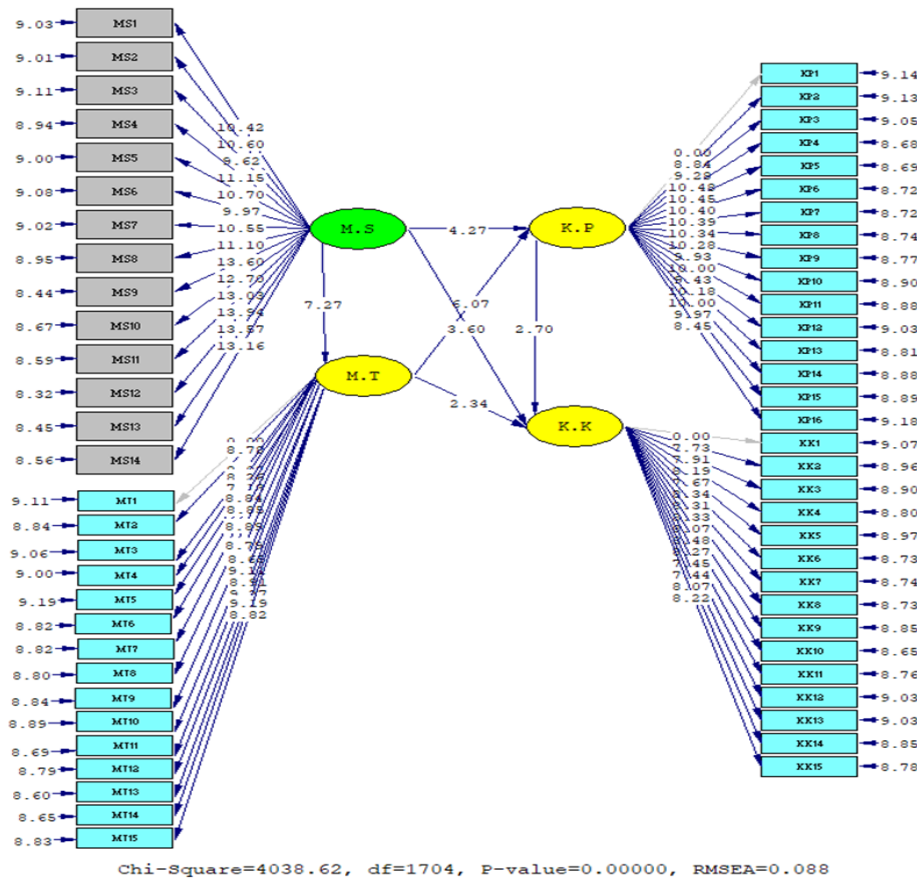| 4	Employee Performance	0.936	15	Reliable

Source: Prin out of SPSS 25 reliable test

Structural Equation Models and Hypotheses

Furthermore, a full SEM model will be presented for testing the parameter (loading factor/indicator coefficient) measurement on exogenous and endogenous models.This test is intended to determine the strength of the indicators of each latent variable (construct). This analysis measures the t-value and coefficient of structural equations.By testing the t-value is greater than 1.96.The t-value of the coefficients/parameters and the coefficients/parameters (estimates) can be seen in the following figure:

Structural Model (T Values)

Source: Processing Results with LISREL 8.80 The t-values model image displays a complete model trajectory diagram with numbers showing the t-values of each estimated number.

Chi-Square=4038.62, df=1704, P-value=0.00000, RMSEA=0.088

Structural Model (T Values)

Source: Processing Results with LISREL 8.80 The t-values model image displays a complete model trajectory diagram with numbers showing the t-values of each estimated number.

The resulting structural model equation is as follows:

Structural Equations

M.T = 0.67*M.S, Errorvar.= 0.55 , R^2 = 0.45

(0.092)   (0.12)

7.27   4.63

K.P = 0.59*M.T + 0.31*M.S, Errorvar.= 0.32 , R^2 = 0.68

(0.097) (0.072)   (0.065)

6.07   4.27   4.92

K.K = 0.24*M.T + 0.29*K.P + 0.32*M.S, Errorvar.= 0.42 , R^2 = 0.58

(0.10) (0.11) (0.088)   (0.095)

2.34   2.70   3.60   4.38

Indirect Effects of KSI on ETA

M.S   M.T

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K.P   - -   - -

K.K   0.09   0.17

(0.04) (0.07)

2.37   2.62

From the structural equation model above, it can be seen that R2 is 0.58.This means that 58% of the increase or decrease in employee performance can be explained by the variables of Social Capital, Talent Management and Job Satisfaction.While the remaining 42% is influenced by other variables that are not included in this structural model.Other variables such as leadership, loyalty, work stress, motivation and company ownership and trust. Coefficient or parameter values.This value is a previously estimated value that is used as a comparison of the t-value to test the hypothesis of the study.The results of this evaluation can be summarized in the table below accompanied by the assumptions of the hypotheses of the research model as follows:

Table 4.3: Hypotesis Test

No	Path	Estimation	t-value	Coclusion
1	Social Capital→ Employee Performance	0.32	3.60	Accept
2	Talent Management→Employee Performance	0.24	2.34	Accept
3	Job Satisfaction→ Employee Performance	0.29	2.70	Accept
4	Social Capital→ Job Satisfaction	0.31	4.27	Accept
5	Talent Management→ Job Satisfaction	0.59	6.07	Accept
6	Social Capital→ Talent Management	0.67	7.27	Accept

| 7 | Social Capital → Job Satisfaction→ Employee Performance | 0.09 | 2.37 | Accept |
| 8 | Talent Management → Job Satisfaction→ Employee Performance | 0.17 | 2.62 | Accept |

Source: Processed using LISREL 8.80

4.2 Discussion of Research Results

Below, the hypothesis testing will be described in more detail on each of the previously proposed hypotheses, as follows:

Hypothesis 1: There is an effect of Social Capital on Employee Performance. Based on the results obtained, it is known that Social Capital has a direct effect on employee performance with a t-value of 3.60 (t-value > 1.96), which means that hypothesis 1 is accepted. The large influence of Social Capital on Employee Performance is 0.32. The effect of Social Capital on Employee Performance is positive and significant. Means that the higher/positive Social Capital, the higher/positive Employee Performance means that the more respondents feel that they share the same knowledge skills to achieve company goals with other colleagues, maintain good customer relationships, and share the same understanding abilities to achieve company goals with other colleague , the more employees are responsible for completing a job. The results of this study are also consistent with the research of Albflasa (2019) and Sukru (2018) which found that social capital had a positive effect on employee performance.

Hypothesis 2: There is an effect of Talent Management on Employee Performance. Based on the results obtained, it is known that Talent Management has a direct effect on employee performance with a t-value of 2.34 (t-value > 1.96), which means that hypothesis 2 is accepted. The influence of Talent Management on Employee Performance is 0.24. The influence of Talent Management on Employee Performance is positive and significant. Means that the higher/positive Talent Management, the higher/positive Employee Performance means that the more respondents feel that employees who have talent, are able to work optimally, every employee has the same rights to participate in training programs to improve their performance, and feel the experience is appropriate or supports the work, The more respondents feel willing to provide relevant information to colleagues who need it, and are responsible for completing a job. The results of this study are also consistent with Elia's (2017) research which found that Talent Management has a positive effect on employee performance.

Hypothesis 3: There is an effect of Job Satisfaction on Employee Performance. Based on the results obtained, it is known that job satisfaction has a direct effect on employee performance with a t-value of 2.70 (t-value> 1.96), which means that hypothesis 3 is accepted. The partial effect of job satisfaction on employee performance is 0.29. Employee performance consists of dimensions: carrying out routine tasks, carrying out additional tasks, and carrying out volunteer behavior. The effect of job satisfaction on employee performance is positive and significant. Means the higher/positive Job Satisfaction, the higher/positive Employee Performance means the more respondents feel that if needed, co-workers will help directly so that work is completed on time, every task will be completed properly if there is support from office coworkers, and relationships with colleagues work well done. The results of this study are

also consistent with research by Balasudaram and Brabete (2018) which found that there is a positive relationship between job satisfaction and the performance of Bank employees in Sri Lanka.

Hypothesis 4: There is an effect of Social Capital on Job Satisfaction. Based on the results obtained, it is known that Social Capital has a direct effect on Job Satisfaction with a t-value of 4.27 (t-value > 1.96), which means that hypothesis 4 is accepted. The partial effect of Social Capital on Job Satisfaction is 0.31. The effect of Social Capital on Job Satisfaction is positive and significant. Means that the higher/positive Social Capital, the higher/positive Job Satisfaction means that the more respondents feel that they share the same knowledge ability to achieve company goals with other colleagues, maintain good customer relations, and share the same understanding ability to achieve company goals with colleagues The results of this study are also consistent with research conducted by Akhter (2018) which found there was a positive relationship between social capital in the form of bank employees' social networks on employee job satisfaction. This study is also consistent with Ashraf's (2017) research on bank employees in Pakistan which found that social capital in the form of social media Facebook, Twitter Linkedin, etc. had a positive effect on employee performance/productivity. Similarly, research by Thammakoranonta (2014) on employees of financial investment companies in Thailand found that social networking/social networking and corporate culture have a positive effect on employee performance.

Hypothesis 5: There is an influence of Talent Management on Job Satisfaction. Based on the results obtained, it is known that Talent Management has a direct effect on Job Satisfaction with a t-value of 6.07 (t-value > 1.96), which means that hypothesis 5 is accepted. The partial influence of Talent Management on Job Satisfaction is 0.59. The influence of Talent Management on Job Satisfaction is positive and significant. Means that the higher/positive Talent Management, the higher/positive Job Satisfaction means that the more respondents feel that employees who have talent are able to work optimally, every employee has the same rights to participate in training programs to improve their performance, and feel the experience is appropriate or supports the work, The more respondents feel that if needed, co-workers will help directly so that the work is completed on time and every task is completed properly if there is support from office coworkers, relationships with co-workers are well established and a family atmosphere at work is well established. The results of this study are also consistent with research conducted by Lei and Hasan (2018) on travel agency employees in Malaysia, Tash (2016) on oil company employees and Awan and Farhan (2016) on bank employees in Pakistan found that talent management has a positive effect on job satisfaction. employee work.

Hypothesis 6: There is an effectof Social Capital on Talent Management. Based on the results obtained, it is known that Social Capital has a direct effect on Talent Management with a t-value of 7.27 (t-value > 1.96), which means that hypothesis 6 is accepted. The large influence of Social Capital on Talent Management is 0.67. The influence of Social Capital on Talent Management is positive and very significant. It means that the higher/positive Social Capital, the higher/positive Talent Management means the more respondents feel that they share the same knowledge skills to achieve company goals with other colleagues, maintain good customer relationships, and share the same understanding abilities to achieve company goals with other colleagues. , the more respondents feel that they feel that employees who have talent are able to work optimally and every employee has the same right to participate in training programs to improve their performance and also feel that the experience is

appropriate or supports the work. The results of this study are also consistent with previous studies conducted by Nayak et al. (2017) on 78 HR professionals in IT companies in India who concluded that social capital in the form of social network sites (SNS) has a significant effect in accelerating the recruitment process for reliable talents/employees. Pen The results of this study are also consistent with the research conducted by Koch et al. (2018) on 12 recruitment companies from various industries in South Africa also concluded that social capital in the form of Linkedin social media is a significant method in the recruitment process for reliable employees.

Hypothesis 7: There is an effect of Social Capital on Employee Performance mediated by Job Satisfaction. Based on the results obtained, it is known that the indirect effect of Social Capital on Employee Performance through Job Satisfaction is 0.09 and the t-value is 2.37 (t-value > 1.96), which means that hypothesis 7 is accepted. The mediating effect of Job Satisfaction between Social Capital and Employee Performance is positive and significant. This means that the higher/positive job satisfaction, the stronger the influence of social capital on employee performance, meaning that the more respondents feel that if needed, co-workers will help directly so that the work is completed on time. The effect of increasing social capital on employee performance mediated by job satisfaction is 0.09. This indicates that job satisfaction has a significant effect on increasing the effect of social capital on employee performance. So that this job satisfaction needs more attention from management. How the effect of this independent variable (social capital) after being mediated by job satisfaction when combined has not been in previous research. Thus the results of this study are novelty or novelty that covers the research gap of previous research which found that job satisfaction is the dominant factor that affects the size of the influence of social capital in influencing employee performance.

Hypothesis 8: There is an effect of Talent Management on Employee Performance mediated by Job Satisfaction. Based on the results obtained, it is known that the indirect influence of Talent Management on Employee Performance through Job Satisfaction is 0.17 and the t-value is 2.62 (t-value > 1.96), which means that hypothesis 8 is accepted. The mediating effect of Job Satisfaction between Talent Management and Employee Performance is positive and significant. This means that the higher/positive job satisfaction, the stronger the influence of talent management on employee performance. It can be seen here that the influence of talent management on employee performance mediated by job satisfaction significantly increases employee performance. So job satisfaction in the bank under study tends to increase so as to increase employee performance. How the influence of this independent variable (talent management) after being mediated by job satisfaction when combined has not been found in previous research. Thus the results of this study are novelty or novelty that covers the research gap of previous studies which found that job satisfaction is the dominant factor that influences the size of the influence of talent management in influencing employee performance.

5. CONCLUSION

The conclusion of this study in general is that there is an effect of social capital and talent management on employee performance which is mediated by job satisfaction. Job Satisfaction plays a very important role as a mediation in increasing Social Capital and Talent Management on Employee Performance. Based on the research objectives, the results of hypothesis testing and the discussion in the previous

chapter, it can be concluded in detail some of the research results such as there is a positive and significant effect of Social Capital on Employee Performance. This shows that a significant positive increase in social capital in terms of relationship with superior, co0worker and customers, will result in increased employee performance. There is a positive and significant influence on Talent Management which is positive and significant on Employee Performance. This shows that a significant positive improvement in talent management in terms of employee Maintenance/Retention, will result in increased employee performance. There is a positive and significant effect of Social Capital on Job Satisfaction. This shows that a significantly positive increase in social capital in terms of relationship with superior, co-worker and customers, will result in increased job satisfaction. There is a positive and significant effect of Talent Management on Job Satisfaction. This shows that a significant positive improvement in talent management in terms of maintaining relationship will result in increased job satisfaction. There is a positive and significant effect of job satisfaction on employee performance. This shows that a significant positive increase in job satisfaction in terms of supervisory satisfaction, will result in increased employee performance. There is a positive and significant influence of Social Capital on Talent Management. This shows that a significant positive increase in social capital in terms of relationship will result in increased talent management. There is a positive and significant effect of social capital on employee performance mediated by job satisfaction. This shows that positively and significantly improving the effectiveness of Job Satisfaction of supervisory satisfaction will lead to an increase in the effect of Social Capital on Employee Performance and the results of this study bring novelty vis a visto the results of previous studies There isalso a positive and significant effect of talent management on employee performance mediated by job satisfaction. This shows that positively significantly improving the effectiveness of Job Satisfaction will result in an increase in the effect of Talent Management on Employee Performance and the results of this study is also novelty vis a visto the results of previous studies.

5.1 Theoretical Implications

The results of this study provide theoretical implications about the mediating function of job satisfaction. The mediating function of job satisfaction combined with talent management and social capital is something new/ novelty from this research when compared to previous research studies. The model proposed in this study improves the understanding of academics and practitioners about the role of job satisfaction in strengthening the influence of talent management and social capital on the performance of banking industry employees.

5.2. Managerial Implications

The results of this study found that there is a positive impact of Social Capital and Talent Management on Job Satisfaction and has implications for Employee Performance, which can be described as management need to maintain things that are already good and improve things that are still lacking in an effort to increase the effectiveness of Social Capital. The things that must be maintained to increase the effectiveness of Social Capital are sharing the same knowledge, ability to achieve company goals with other partners; maintain good customer relations; and share common understanding skills to achieve company goals with other colleagues. Bank management need to maintain things that are already good and improve things that are still lacking in an effort to increase the effectiveness of Talent Management. The things that must be maintained to increase the effectiveness of Talent Management

are employees who have talent are able to work optimally and every employee has the same right to participate in training programs to improve their performance; and feel the experience fits or supports the job. Meanwhile, things that must be improved are to convince employee that thethe salary given by the company is more than adequate, the company prepares a program plan to prepare good replacements for employees who leave.

5.3 Suggestions for Further Research

The limitations are that this study does not include the variables of bank ownership, management leadership style, corporate culture, technology used, large bank assets and is also limited to commercial banks in Indonesia so that all respondents are local employees only so that the banking regulation factor, work ethic, competence from different cultures/countries were not taken into account in this study. Practical Advice is that based on the results of the research and discussion, the advice that can be given by researchers to commercial banks is that it is expected that the Bank's management will always evaluate the remuneration of its employees according to the bank's performance and against other banks with equal assets and business focus so that employee performance can improve and the goals and objectives the company's mission is achieved Bank manager is one of the important keys to be able to help bank management / management to realize the desire to achieve targets..

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