The Influence of Talent Management and Experiential Learning on Employee Performance at PT Pamapersada Nusantara Job Site Indo

Seprinaldi, Puspita Wulansari
Universitas Telkom, Indonesia
Email: sseprinaldi13@gmail.com

Abstract

Effective talent management is crucial for developing future company leaders and addressing organizational challenges. This research investigates the impact of talent management and experiential learning on employee performance at PT Pamapersada Nusantara Job Site Indo, East Kalimantan. This study uses a quantitative approach with data collection through questionnaires distributed to employees. The data analysis technique used is PLS - SEM (Partial Least Square - Structural Equation Model) analysis. The unit of analysis of this study is a sample of 102 employees of PT Pamapersada Nusantara Job Site INDO, East Kalimantan. Collected using a questionnaire containing 30 statements related to certain factors regarding the development of Talent Management and Experiential Learning The results of the research on Talent Management, obtained an average percentage of 95% which is included in the Very Good category. All indicators show very good performance, with individual percentage scores ranging from 93.53% to 96.37%. Based on the results of the Experiential Learning Data indicator, the average percentage is 97%, including the Very Good category, but the Company still needs to evaluate the effectiveness of existing learning programs so that the development provided can be in line with the increase in employee competence so that it can have an impact on performance and the organization. Consequently, talent management and experiential learning demonstrably contribute to enhanced employee performance. These results provide crucial insights for management in formulating employee development strategies to ensure sustained organizational success

Keywords: Talent Management, Experiential Learning, Employee Performance, PT Pamapersada Nusantara

INTRODUCTION

In the world of work, one of the main keys to creating professional human resources (*HR*) is through the development of employee competencies. According to Fernando and Wulansari (2021), technical skills and soft skills are two important aspects in the competence of an employee. Choosing individuals with a high work ethic and in alignment with the company's culture is not an easy task. Therefore, a special strategy is needed to optimize the potential of employees so they can provide their best performance. This is the main concern of *PAMA*, which has the vision "To become a mining, energy, and vertically integrated company of choice through energetic and

talented human resources to improve national sustainability and welfare." This vision emphasizes, among other things, the development of energetic and talented *HR*. The development of human resource capabilities is one of the main keys to achieving the sustainability of the Company's operations and contributing to the national economy.

PAMA is also known as a company with a large number of employees and diverse backgrounds, both in terms of education, regional origin, and age range. This diversity requires a competency development program that aligns all employees with the company's vision. Employee competency development is crucial to ensure that the company's vision and mission are achieved optimally.

Human resources are the science and art that regulate the relationship and role of the workforce to be effective and efficient in helping achieve the goals of the company, employees, and society. In achieving organizational goals, effective workforce planning is a key element. Without adequate employees—both quantitatively, qualitatively, strategically, and operationally—organizations will struggle to maintain their existence and achieve long-term development. In this regard, the role of a manager is essential as a leader responsible for directing, motivating, and developing employee competencies. As per the definition of management, which is a process that includes guidance and direction of work groups towards organizational goals, a manager must also carry out the four main management activities, namely planning, organizing, directing, and supervising, to ensure the achievement of optimal performance (Rianto & Amril, 2023).

With the Company's business developing rapidly and facing an increasingly high production target in 2024, *PAMA* is targeting a national production of 1.2 M *BCM*. This not only affirms *PAMA* as a Market Leader in Indonesia but also as the largest in the world. However, with intense competition among companies, all *PAMA* employees are required to have a high work commitment. Therefore, increasing employee capacity is a challenge so that all employees can give their best performance. Success in achieving organizational goals and continuity is highly dependent on the quality of *HR* within the organization.

In the competition to seize the market, employee competence is crucial. This aligns with Bagia (2021), who states that one of the biggest problems faced in globalization today is the competence of employee resources. Therefore, it is important for an organization to improve employee competence to enhance performance in fulfilling their roles.

HR is a primary foundation, including how the organization manages the regeneration of future leaders. The company must prepare early in competence development and cadre formation to face future challenges and business growth. *Cadre* readiness and competencies for future business must be aligned with the company's strategic portfolio in both the short and long term. The readiness to meet the needs of the new landscape, in line with organizational development, requires that competency development and *cadre* regeneration be prepared early to accelerate the competence and performance of existing *HR* according to the Company's development.

Performance, as described by Priansa (2017:48), is a manifestation of ability in real terms or the work achievements of employees in completing their tasks according to the targets set by the organization. Performance refers to the results achieved by individuals or groups within the

organization, in accordance with the authority and responsibilities given. Employee performance includes mental attitudes and behaviors that focus on improving the quality of work over time. Employees who achieve good performance feel proud and satisfied with their achievements. Good performance is achieved when the work results meet the quality and quantity standards set by the Company (Agus Mulyawan, Suharto, & Samosir, 2023). Optimal employee performance will directly affect overall company performance. *HR*, as an active element, plays an important role in moving the organization towards its goals. The achievement of organizational goals can only be realized through the efforts of individuals showing good performance. There is a close relationship between individual performance and organizational performance. In other words, if employee performance is good, the organization's performance is likely to be good as well. Employee performance can be realized if they have high skills, work motivation in exchange for appropriate compensation, and hope for a better future (Kaharuddin, 2001).

Improving employee performance remains a challenge in the management of PT *Pamapersada Nusantara*. With challenging production targets, employees are asked to improve their performance to support the achievement of Company targets set by customers. In reviewing the performance in 2023, there has been a decrease in employee performance in the Good Very Plus category from 18% in 2022 down to 11% in 2023, while in the CU and BA categories there was an increase from 2022 to 2023, namely CU: 0% in 2022 to 3% in 2023, and BA: 2% in 2022 to 4% in 2023.

According to Tomasila, M. & Touwely, G.H (2022), organizations in achieving their goals are closely tied to organizational and employee performance as seen from aspects such as intelligence, compliance, honesty, and quickness in processing tasks. Improving employee performance in an organization is inseparable from *talent management*. If implemented in an integrated and appropriate way, *talent management* can improve employee performance. Conversely, inadequate *talent management* can lead to performance decline. This is reflected in research by Harmen (2018), who stated that the *talent management* variable has a positive and significant impact on performance at PT *Nusantara II Tanjung Morawa Plantation* with a contribution rate of 75.6%. This is supported by Aula Rahmawati (2018), who found a contribution of 90.4%, and by Isanawikrama, Wibowo, F.A., & Buana, Y. (2017), who explained that *talent management* relates to organizational performance: if *talent management* is effective, talented employees are produced because they see themselves as part of the organization, adding value.

Talent management has not been optimally implemented, even though Nzewi et al. (2015:58) show that talent is crucial for organizations to achieve competitive advantage and they will fail without top management commitment to maintaining their workforce. Capelli (2009; in Andry 2011) argued, "*Talent management* is concerned with finding the right people with the right skills for the right positions." As awareness of the importance of talent grows, companies compete more to acquire highly talented employees, whether from outside or through training and regeneration. Lack of talent is a serious issue for future organizational growth.

In addition to *talent management*, another concern for organizations facing business challenges is the regeneration of leaders. *Cadres* are individuals expected to play key

organizational roles. The function and position of *cadres* are important and crucial as the core force of the organization. Regeneration is also essential for continuous leadership succession within an organization. Quantitatively, *cadres* increase organizational strength (Fauzan et al., 2020). *Cadre* also refers to the process or act of educating or forming someone as a potential leader. Thus, leadership regeneration means preparing someone to assume key responsibilities in the future. In organizations, leaders serve as examples and are responsible for evaluating employee performance (Maharani et al., 2024).

To prepare for leadership regeneration, *PAMA* conducts the *Management Skill Assessment* (*MSA*) program to assess employee competencies and potential for higher positions. *MSA* recommendations are divided into four groups. Facing rapid organizational development, PT *Pamapersada Nusantara* must ensure *cadre* readiness for strategic and structural positions. *MSA* results show that leader readiness remains low, which can impede growth and effectiveness. Corresponding data are presented in the Replacement Table Chart (RTC) for structural positions.

To accelerate *Cadre* Readiness within the Company, *talent management* is an inseparable and unified program to obtain quality leaders. Quality human resources are high value and a competitive advantage in global competition. As Collins 2001 stated in Johnson (2014:73), "People are not your most important asset, the right people are." This underscores that the right *HR* are those competent for their positions, and to obtain talented *HR* capable of growth and development within the organization, *talent management* is essential.

Research by Hasib et al. (2020), entitled "Boosting Employee Performance through Competency Development," examines the impact of competency development on employee performance. This study focuses on employee perceptions of employability and how it influences organizational performance and success. Using quantitative methods and path analysis via SmartPLS with 105 respondents, it was found that effective competency development can improve employee performance and support organizational growth.

Companies like PT *Pamapersada Nusantara* assess employee performance by how well they meet the Key Performance Indicator (*KPI*) targets set by the company. Optimal performance supports productivity and contributes to company strategy. Therefore, to improve employee performance, it is important to apply methods that include *experiential learning* to develop competencies and work motivation (Aika, Ali, & Yulizar, 2022).

Based on the above background, the author is interested in conducting research on *Talent Management*, along with *Development Experiential Learning*, which can affect the performance of employees at PT *Pamapersada Nusantara INDO* site. Therefore, in this thesis, the author takes the title "The Influence of *Talent Management*, *Experiential Learning* on Employee Performance at PT *Pamapersada Nusantara* Job Site Indo."

RESEARCH METHODS

Based on the approach used, this study is of a quantitative type. Quantitative research is inferential research, which means drawing conclusions based on the results of statistical hypothesis

testing, using empirical data obtained through measurement. This research is *causal descriptive*. *Descriptive research* describes the characteristics of a population in relation to an observed phenomenon (Sinambela & Sarton, 2021). Meanwhile, *causal* refers to seeking, studying, or testing the influence or cause-effect relationship that may occur between two or more variables (Djaali, 2022).

The main focus of this study is to analyze the influence of *Talent Management* through *Development Experiential Learning* and *Cadre Readiness*, which have an impact on Employee Performance at PT *Pamapersada Nusantara INDO* site. Using quantitative methods, this study will collect data through questionnaires distributed to employees to statistically measure the relationship between these variables.

RESULT AND DISCUSSION

Descriptive Statistical Analysis

The type and technique of data analysis used in this study is descriptive statistical analysis. Descriptive statistics are types and techniques of data analysis used to present the state or characteristics of sample data, for each research variable individually using the scale of measurement of the data to be analyzed and the precision of calculation in the data analysis process (Djaali, 2022). In this study, descriptive analysis was used to describe the variables of Talent Management (X1), Experiential Learning (X2) and Employee Performance (Y).

Table 1. Test Criteria

Percentage	Category
20% - 36%	Very Poor
> 36% - 52%	Poor
> 52% - 68%	Fair
> 68% - 84%	Good
> 84% - 100%	Very Good

Statistics Descriptive Talent Management (X1)

Table 2. The results of Statistics Descriptive Talent Management (X1)

Indicator	Shoes 1	Shoes 2	Shoes 3	Score 4	Score 5	Total Score	Percentage (%)	Category
X1.1	5	6	15	328	370	724	94.90%	Excellent
X1.2	4	4	9	344	365	726	95.10%	Excellent
X1.3	4	6	9	328	380	727	95.25%	Excellent
X1.4	4	10	12	336	375	737	96.37%	Excellent
X1.5	6	6	12	332	370	726	95.10%	Excellent
X1.6	5	8	9	336	370	728	95.49%	Excellent
X1.7	4	6	9	336	375	730	95.74%	Excellent
X1.8	3	4	12	340	370	729	95.61%	Excellent
X1.9	3	6	15	328	375	727	95.25%	Excellent
X1.10	7	8	9	320	370	714	93.53%	Excellent
X1.11	5	6	9	336	380	736	96.25%	Excellent
X1.12	4	4	9	340	375	732	95.68%	Excellent
Flat - Flat						728	95%	Excellent

The results of descriptive statistics show that all indicators in the Talent Management (X1) variable received a very high response from respondents. Most of the scores were in the 4 and 5 score categories, which indicates that the respondents strongly agree or agree with the statements that represent the practice of Talent Management in the company. Although there are small scores of 1 to 3, the number is much smaller than the high score, so it does not have a significant effect on the overall results. The highest scoring indicators were X1.4 and X1.11, which indicate that certain aspects such as the implementation of career development programs and the provision of learning opportunities may be highly appreciated by employees. In contrast, the indicator with the lowest score is X1.10, although it is still very good. In general, the average total score of 728 and the average percentage of 95% reflect a very positive evaluation from employees of the implementation of Talent Management in the organization.

With an average percentage of 95%, the Talent Management (X1) variable is in the "Very Good" category according to the percentage classification (84% – 100%). This shows that the company has managed talent effectively and this is felt by the employees. Programs that support employee growth, training, and career development have been well implemented and need to be maintained and improved to ensure the continuity of workforce performance and loyalty.

Statistics Descriptive Experiential Learning (X2)

Table 2. The result of Statistics Descriptive Experiential Learning (X2)

Indicator	Shoes 1	Shoes 2	Shoes 3	Shoes 4	Shoes 5	Total Score	Percentage (%)	Category
X2.1	10	24	30	144	295	503	98.63%	Excellent
X2.2	10	0	12	176	295	493	96.67%	Excellent
X2.3	5	0	9	148	325	487	95.49%	Excellent
Flat - Flat						494	97%	Excellent

Based on the results of descriptive statistics, all indicators in the Experiential Learning (X2) variable obtained a very high total score and were dominant in the choice of scores 4 and 5. Although there were still a few respondents who chose low scores (1 and 2), the contribution of high scores was much larger, so it did not have a significant effect on the overall results. The X2.1 indicator obtained the highest total score of 503, followed by X2.2 of 493 and X2.3 of 487. These three indicators show that the majority of respondents have a positive perception of the application of experiential learning in the workplace, especially in the form of direct involvement, real-life experience-based learning, and reflection on work activities. This indicates that the experiential learning approach has been accepted and implemented quite well by the company, with a positive response from the employees.

With an average percentage of 97%, Experiential Learning (X2) is categorized as "Excellent" based on percentage classification (84% – 100%). This shows that the implementation of experiential learning in the company is considered very effective by respondents and has great potential in supporting the development of employee performance and competence.

Descriptive Statistics of Employee Performance (Y)

Table 3. The Result of Descriptive Statistics of Employee Performance (Y)

Indicator	Shoes 1	Shoes 2	Shoes 3	Shoes 4	Shoes 5	Total Score	Percentage (%)	Category
Y1	7	0	3	208	210	428	83.92	Good
Y2	7	0	3	208	210	428	83.92	Good
Y3	7	0	9	200	210	426	83.53	Good
Y4	7	0	15	180	225	427	83.73	Good
Y5	7	0	15	212	185	419	82.16	Good
Y6	7	0	15	192	210	424	83.14	Good
Y7	7	0	12	168	245	432	84.71	Excellent
Y8	7	2	6	180	235	430	84.31	Excellent
Y9	7	0	3	124	315	449	88.04	Excellent
Y10	7	0	3	168	260	438	85.88	Excellent
						430	84%	Excellent

Based on the results of descriptive statistics, the Employee Performance (Y) variable shows results that tend to be high but slightly more varied compared to other variables such as Talent Management and Experiential Learning. Most respondents scored 4 and 5, but there were still a few respondents who scored low (1 and 3), especially on indicators Y5 and Y6, which had a relatively lower total score and percentage compared to other indicators. Indicators Y9 and Y10 recorded the highest scores, indicating that some aspects of performance—possibly in terms of responsibility or productivity—received very positive ratings from employees. Although there are differences between indicators, in general, the average total score of 430 with an average percentage of 84% indicates that employee performance is rated good by the majority of respondents.

With an average percentage of 84%, the Employee Performance variable (Y) is right at the threshold of the "Excellent" category according to the percentage classification (84% – 100%). However, because the value is at the lower limit, it can be said that employee performance tends to be very good but still has room for improvement. Some aspects of performance such as work efficiency, punctuality, or responsibility may have been executed well, but companies still need to pay attention to indicators that score lower to improve consistency and equity in performance across all aspects.

Hypothesis Test

Table 4. The results of the hypothesis test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1 -> Y	0.812	0.798	0.083	9.738	0.000
X2 -> Y	0.160	0.171	0.082	1.944	0.052

The results of the hypothesis test show that Talent Management (X1) has a significant and strong effect on Employee Performance (Y). This is shown by the original sample (O) value of

0.812, with a statistical t-value of 9.738 which far exceeds the critical limit of 1.96, and a p-value of 0.000 (less than 0.05), which indicates statistical significance. Thus, it can be concluded that the better the implementation of talent management, the higher the performance of employees in the company.

The Experiential Learning (X2) variable, the original sample value of 0.160 shows that the effect on employee performance is relatively weak. A statistical t-value of 1.944 and a p-value of 0.052 indicate that the effect is not statistically significant, as the p-value is slightly above the threshold of 0.05. This indicates that in the context of this study, experiential learning has not had a strong enough impact on improving employee performance. Therefore, companies need to re-evaluate the effectiveness of experiential learning, or consider integrating other learning approaches that are more in line with employee needs.

Descriptive Analysis
Talent Management (X1)

Talent Management in this study is seen from 3 (three) dimensions, namely Attracting Talent, Developing Talent and Retaining Talent. Each dimension is measured with several questions with different answers from each employee. From the results of the research management, an average score of 95% was obtained and the category was very good Where this shows that the company has succeeded in managing talent effectively and this is felt clearly by the employees as attached to the research:

Table 5. The results of the research management

Indicator	Shoes 1	Shoes 2	Shoes 3	Shoes 4	Shoes 5	Total Score	Percentage (%)	Category
X1.1	5	6	15	328	370	724	94.90%	Excellent
X1.2	4	4	9	344	365	726	95.10%	Excellent
X1.3	4	6	9	328	380	727	95.25%	Excellent
X1.4	4	10	12	336	375	737	96.37%	Excellent
X1.5	6	6	12	332	370	726	95.10%	Excellent
X1.6	5	8	9	336	370	728	95.49%	Excellent
X1.7	4	6	9	336	375	730	95.74%	Excellent
X1.8	3	4	12	340	370	729	95.61%	Excellent
X1.9	3	6	15	328	375	727	95.25%	Excellent
X1.10	7	8	9	320	370	714	93.53%	Excellent
X1.11	5	6	9	336	380	736	96.25%	Excellent
X1.12	4	4	9	340	375	732	95.68%	Excellent
Flat - Flat						728	95%	Excellent

From the items measured above, it was found that the item with the highest score was found in X1.4 related to the employee stating that getting information about his career path as an employee with a score of 96.37%, this indicates that the employee gets a clear career path in the Company so that it can make the employees to be able to give their best performance in order to get a good career in accordance with their position / career path in the Company.

While the smallest number of scores measured in this variable is at X1.10 but the score is still very good, which is 93.53%, this indicates that the company has succeeded in managing talent

effectively and this is felt by the employees. Programs in talent management need to be maintained and improved to ensure the continuity of performance and employee loyalty, showing excellent results with an average percentage of 95% and the Very Good category. However, there are certain indicators that have a relatively lower score than others, which indicates the need for special attention to these low aspects in order to improve the overall effectiveness of talent management in the Company.

Experiential Learning (X2)

Variable Expriential Learning in this study has 3 questions presented in this research questionnaire, where the 3 questions are declared feasible, with the details of the results of the research respondents as follows:

Table 6. The results of the research respondents

Indicator	Shoes 1	Shoes 2	Shoes 3	Shoes 4	Shoes 5	Total Score	Percentage (%)	Category
X2.1	10	24	30	144	295	503	98.63%	Excellent
X2.2	10	0	12	176	295	493	96.67%	Excellent
X2.3	5	0	9	148	325	487	95.49%	Excellent
Flat - Flat						494	97%	Excellent

From the items measured above, it was found that on average Variable Experiential Learning was very good with a fairly high percentage, namely 97%, this shows that the majority of respondents have a positive perception of the application of experiential learning in the workplace, especially in the form of direct involvement, real experience-based learning, and reflection on work activities. This indicates that the experiential learning approach has been accepted and implemented quite well by the company, with a positive response from the employees.

In this variable, the highest score based on the results of the respondents is in question X2.1, which is 98.63%, this shows that employees are very aware that there is a gap between the competencies they have and the expected competencies according to their position so that employees really need this development by means of direct involvement with the tasks given in the hope of accelerating the development of competencies as expected.

While the smallest score is in question X2.3, which is 95.49% related to the assignment given by the boss has helped improve employee performance, with this score although still very good, based on the results of the respondent this indicates that there are still employees who have not felt the impact of the assignment or experiential learning development given by the boss, therefore, Companies need to re-evaluate the effectiveness of experiential learning implementation so that the development provided can be in line with the improvement of the competencies of related employees.

Experiential Learning recorded the highest average percentage of 97%, in the Very Good category. However, there is one indicator with the lowest value that is of concern for future improvement.

Employee Performance (Y)

Employee performance in this study is measured with 5 dimensions, namely related to the quality of work, quantity of work, punctuality, attendance and cooperative attitude, each dimension is measured by research with several questions with the following research results:

Table 7. the results of the Employee Performance (Y)

Indicator	Shoes 1	Shoes 2	Shoes 3	Shoes 4	Shoes 5	Total Score	Percentage (%)	Category
Y1	7	0	3	208	210	428	83.92	Good
Y2	7	0	3	208	210	428	83.92	Good
Y3	7	0	9	200	210	426	83.53	Good
Y4	7	0	15	180	225	427	83.73	Good
Y5	7	0	15	212	185	419	82.16	Good
Y6	7	0	15	192	210	424	83.14	Good
Y7	7	0	12	168	245	432	84.71	Excellent
Y8	7	2	6	180	235	430	84.31	Excellent
Y9	7	0	3	124	315	449	88.04	Excellent
Y10	7	0	3	168	260	438	85.88	Excellent
						430	84%	Excellent

Based on the results of the above research, the Employee Performance (Y) variable shows results that tend to be high but slightly more varied compared to other variables such as Talent Management and Experiential Learning. Most respondents scored 4 and 5, but there were still a few respondents who scored low (1 and 3), especially on indicators Y5 and Y6, which had a relatively lower total score and percentage compared to other indicators.

From the results of the above research, it is in the Good category with an average percentage of 84%. The highest score is in variable Y9, which is with a percentage of 88.04% related to the employee's ability in terms of cooperating with others, this shows that employees in doing their work are able to work as a team to get the best performance.

With an average percentage of 84%, the Employee Performance variable (Y) is right at the threshold of the "Excellent" category according to the percentage classification (84% – 100%). However, because the value is at the lower limit, this indicates that in terms of employee performance, one of which is in the lowest score, namely in variable Y5 related to responsibility in terms of completing the work given according to the predetermined time in order to improve consistency and equal performance in all aspects. The lowest scoring indicator indicates areas that need to be focused on improvement in order to improve overall performance.

Although overall each of the variables described earlier shows a good to very good category, special attention needs to be paid to the indicators with the lowest scores in each variable. In Talent Management, the X1.10 indicator which has a value of 93.53% indicates that there are still aspects that need to be improved to optimize talent management. Experiential Learning also shows opportunities for improvement through the X2.3 indicator with a score of 95.49%, which hints at the need to increase the effectiveness of experiential learning. Meanwhile, in the Employee Performance variable, the Y5 indicator with a score of 82.16% requires serious attention because it is the main obstacle to achieving optimal performance. Therefore, the focus on improvement on

these indicators is very important to improve the quality and overall work results in the organization.

The Relationship of Talent Management to Employee Performance

The results of the t-test show that Talent Management has a significant influence on employee performance. This is because Talent Management includes a variety of structured strategies to attract, develop, and retain the best employees within the organization. When companies pay serious attention to individual potential development, career planning, and a fair and transparent reward system, employees feel valued and more motivated to work optimally. Effective talent management also helps create a work environment that supports professional and personal growth, which ultimately has a direct impact on increased productivity and performance.

This study is not in line with other studies that explain that talent management does not have a significant partial effect on employee performance does not support previous research from Febriani (2012) and Venkateswaran (2012) which showed that talent management has a significant effect on employee performance. The results of this study are also contrary to the theory put forward by Simamora (2004) and Mahmudi (2004) that talent as an individual factor is one of the factors that also affect employee performance. This can be caused by several factors, including talent management has several obstacles in its implementation, namely related to management commitment, consistency of implementation and employee development that are not in accordance with the system implemented by the company. In this case, if the company opens opportunities for women to participate, then women workers also have talents that can be counted as human resource investments to occupy structural positions and create changes and improvements in company performance. (Fajriyah, 2024)

The Relationship of Experiential Learning to Employee Performance

The results of the t-test show that Experiential Learning has not had a significant influence on employee performance. This may be due to several factors, such as the lack of integration of experiential learning in daily work routines, program design that is not in accordance with real needs in the field, or employee participation that is not optimal. Experiential learning essentially requires active engagement, reflection, and direct application in the context of work. If experiential learning is only theoretical, one-way, or irrelevant to the challenges faced by employees, then the benefits will not be optimal. Therefore, it is necessary to further evaluate this approach so that it can really have a positive impact on performance improvement.

CONCLUSION

Based on the results of the discussion and analysis carried out in the previous chapters, it can be concluded that the objectives of this research have been achieved as follows: Based on the results of data processing from the *Talent Management* indicator, an average percentage of 95% was obtained, which is included in the *Very Good* category. All indicators show very satisfactory performance, with individual percentage scores ranging from 93.53% to 96.37%. Based on the

results of the research on the influence of *Talent Management* and *Experiential Learning* on Employee Performance, it can be concluded that *Talent Management* has a significant and dominant influence on improving employee performance at PT *Pamapersada Nusantara* Job Site INDO. This research proves that *Talent Management* strategies, which include career development planning, training, and awarding, play an important role in enhancing employee performance. When employees feel that their potential is valued and facilitated to grow, they tend to demonstrate higher performance and greater loyalty to the organization. Based on the results of data processing from the *Experiential Learning* indicator, an average percentage of 97% was obtained, which also falls into the *Very Good* category. This indicates that the learning experience of employees in the organization is very effective. However, *Experiential Learning* did not show a significant influence. Although *Experiential Learning* is recognized in theory as an effective learning method, in this study its effect on performance was not significantly observed. This may be due to the implementation of *experiential learning* programs that have not been maximized in actively involving employees in the process of reflection and real application in the workplace, based on the competency gap of workers.

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