



# The Influence of Talent Management and Spiritual Quotient on Employee Performance at Customs and Excise Regional Office West Sumatera

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**ABSTRACT:** This research aims to describe the influence of talent management and spiritual quotient on employee performance at work at Customs and Excise Regional Office West Sumatera. This research was conducted in a natural setting, namely directly with respondents who work at Customs and Excise Regional Office West Sumatera. The sampling technique used in this research is saturated sampling which is included in non-probability sampling, totaling 44 people. The data source in this research is primary data, namely the results of filling out questionnaires by respondents via Google Form. Based on the results of the analysis, talent management and spiritual quotient simultaneously have a significant effect on employee performance at Customs and Excise Regional Office West Sumatera.

**KEYWORDS:** Talent Management, Spiritual Quotient, Employee Performance.

## I. INTRODUCTION

Human resource management is the main focus of organizations because employees are the main drivers in carrying out organizational activities [1]. Companies that are able to manage their employees well will continue to be able to improve their employees' performance and be able to achieve organizational goals in the current era of global competition. The success of achieving organizational goals is greatly influenced by the role and performance of its employees [2].

Bernardin and Russell (1993) said that employee performance depends on ability, work effort and job opportunities which can be assessed from output [1]. The average employee performance score at Customs and Excise Regional Office West Sumatera in 2021-2022 is in the very good predicate (the highest of the five employee performance predicates, namely very good, good, needs improvement, poor and very poor). The decrease in the average NKP in 2022 compared to 2021 is not

due to a decrease in performance, but because there has been a change in the formula for calculating Employee Performance Values in accordance with the underlying regulations, from Decree of the Minister of Finance Number 467/KMK.01/2014 to Number 300/KMK.01 /2022 concerning Performance Management within the Ministry of Finance, the changes include the maximum value of Main Performance Results, the maximum value of Additional Performance Results and elements of Work Behavior Values.

Talent management is expected to have a positive impact on the individuals and organizations where the talent resides. Results of studies by several researchers [3], [4] [5] shows that talent management has a significant influence on employee performance [6]. Career development mechanisms that do not encourage the use of competency and performance as a measure of placement and promotion as early as possible have an impact on low achievement motivation [7]. ASN who have talent (potential, competency and performance) will gradually lose work motivation due to disappointment and frustration because the environment does not support appropriate appreciation. The implementation of talent management at the Directorate General of Customs and Excise has not gone completely well, this can be seen by the fact that several positions have been vacant for months because no replacement officials have been appointed [7].

Spiritual quotient works effectively to function intellectual quotient and emotional quotient so that a person becomes an individual with strong principles and vision to understand every aspect of life and to manage and survive difficulties [8]. Employee integrity is something that is very important and non-negotiable. Integrity must be the breath within every employee. Mental formation is a means of cultivating and maintaining integrity [9]. Several aspects carried out in mental development to



strengthen noble values which are the core values of the organization are mental development of the ideology of Pancasila and struggle which instills a sense of love for the country and the spirit of nationalism, mental competency development which encourages employees' ability to meet the competency standards of the State Civil Service. As a religious nation in accordance with the first principle of Pancasila, Belief in One Almighty God, it is the basis that the service of employees of the Directorate General of Customs and Excise is a means of devotion to the Almighty God who must be accountable, provide benefits to others and prevent various forms of abuse that are not in line with teachings of every religion and belief [10] [11].

Based on the description above, it is necessary to conduct research on the influence of talent management, spiritual quotient and employee performance. The difference between this research and previous research is that there is a talent management variable which has only been implemented at the Directorate General of Customs and Excise starting in 2017, its relationship with the variables of spiritual quotient and employee performance, as well as the location of the research in the work unit of Customs and Excise Regional Office West Sumatera.

## II. LITERATURE REVIEW

### Employee Performance

Employee performance is the quality and quantity of work achieved by an employee based on established standards within a certain time. Employee performance is the result of work that has been carried out and achieved by an employee based on predetermined standards [12]. Good performance is performance that follows established procedures or standards, so that what is expected goes as desired [13]. Performance is the quantity, quality and time used in carrying out tasks [5], [12]. The author approaches the relationship between talent management, spiritual quotient and employee performance through performance theory according to Robbins (1998). Robbins (1998) states that employee performance and satisfaction levels are influenced by the strength of organizational culture. Factors that influence the strength of organizational culture according to Robbins are innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability [14].

### Talent Management

In general, the word "talent" still sounds strange in Indonesian, because the word is an borrowing from the English word "talent" which means "talent". The online KBBI explains the word "talent" as a person's nature from birth or talent [13]. Meanwhile, the Cambridge Dictionary Online defines "talent" as meaning "(someone who has) a natural ability to be good at something, without being taught". When applied in Human Resources management, the meaning of this word then develops along with its wider use [15]. Talent is then interpreted as employees with 'excellent work abilities', 'key employees', 'potential employees' who are considered to make a major contribution to the sustainability and progress of the organization in the future [13]. Law Number 5 of 2014 concerning the State Civil Apparatus has emphasized the importance of the merit system in the management of the State Civil Apparatus, thereby ensuring that talented people continue to produce the best performance [7]. This can be done through management of filling positions in the State Civil Service which results in the placement and promotion of selected people based on talents that have been tested objectively and in a planned manner [16]. From the employee side, talent management increases employee participation and involvement in designing career patterns, realizing succession planning that is open, objective, planned, timely, accountable, supports the merit system, builds a positive and competitive climate that encourages performance improvement. Talent management is expected to have a positive impact on individuals and organizations where the talent resides [6], [17].

### Spiritual Quotient

According to Webster's dictionary (1963), the word spirit etymologically comes from the Latin "spiritus" which literally means breath. From the verb spirare which means to blow, breathe. Spiritual means having more characteristics of things that are spiritual or psychological than things that are physical or material. Spirituality is self-awakening or enlightenment in achieving the goals and meaning of life [9]. Spiritual quotient is the quotient to address and solve problems of meaning and value, especially to position human behavior and existence in terms of greater and richer meaning, quotient to determine whether individual actions or ways of life are more important than others. [8]. Spiritual quotient has a positive and significant effect on employee performance [11]. This is because spiritual quotient is the highest quotient



outside of emotional quotient (EQ) and intelligence quotient (IQ). Neither EQ nor IQ can explain the complexity of the human soul and quotient, so that they can understand every aspect of life and are able

to manage and survive difficulties [9]. Systematically, the framework in this research is presented as follows:

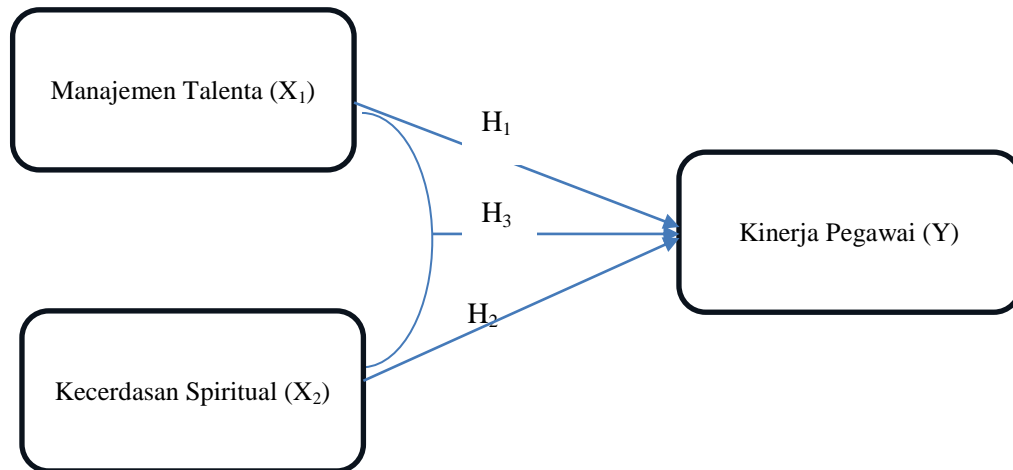


Figure 1. Research Framework

### III. RESEARCH METHOD

This type of research is quantitative research. This type of research involves measuring variables and testing relationships between variables to reveal patterns, correlations or causal relationships. Variable measurements were carried out with a cross sectional design, that is, variable measurements were only carried out once [18].

This research was conducted in a natural setting, namely directly with respondents who work at Customs and Excise Regional Office West Sumatera. The sampling technique used in this research is saturated sampling (total sampling/census) which is included in non-probability sampling [19]. The population in this

study was 44 people who were employees at Customs and Excise Regional Office West Sumatera with ranks/classrooms III and IV, because employees who could be proposed to enter talent management were employees with ranks/classrooms as low as III/a. The data source in this research is primary data, namely the results of filling out questionnaires by respondents via Google Form. The scale used in this research is the Likert scale. The Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people regarding specifically defined social phenomena [19]. The Likert scale used is index numbers 1 to 5 with indexation as in Table 1.

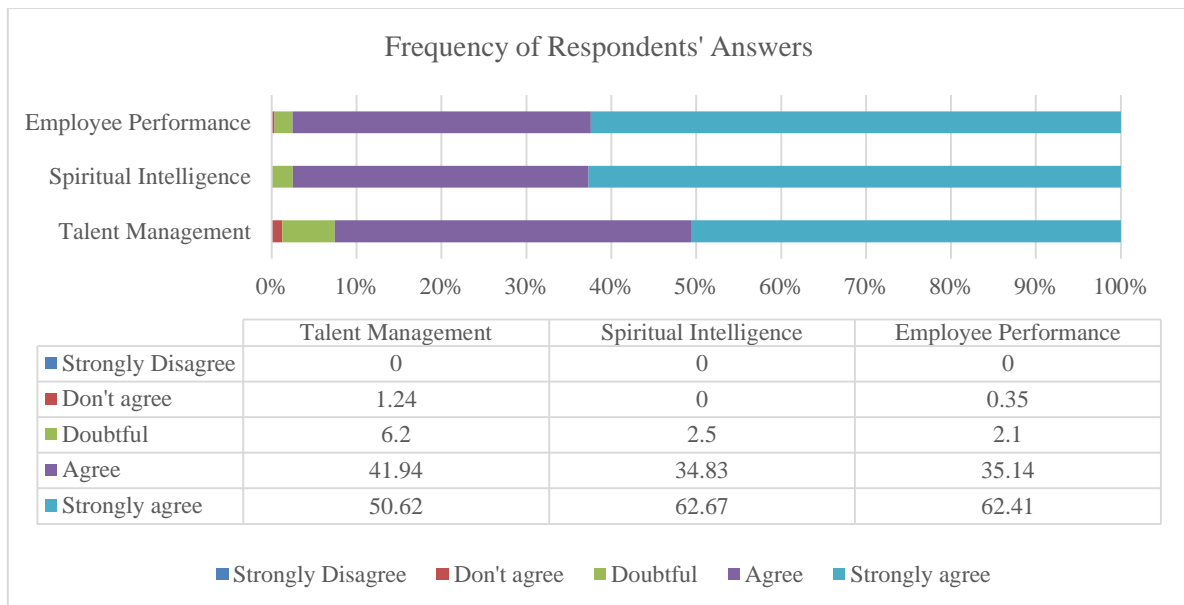
Table 1. Likert Scale

Index	Respondent's Answer	Mark
1	Strongly Disagree	1
2	Don't agree	2
3	Doubtful	3
4	Agree	4
5	Strongly agree	5

### IV. RESULTS AND DISCUSSION

Talent management and spiritual quotient were obtained from the results of distributing questionnaires to 44 employees working at Customs

and Excise Regional Office West Sumatera. The results of the frequency distribution of talent management and spiritual quotient can be seen in Figure 2 as follows.



**Figure 2. Frequency Distribution of Respondents' Answers**

Based on the picture above, the highest employee response was in the spiritual quotient variable with 62.67% who answered "Strongly Agree". After that, it was followed by the employee performance variable, with 62.41% of the majority of respondents answering "Strongly Agree". Next, the lowest was the talent management variable, but the majority still stated "Strongly Agree" with 50.62% of respondents. Based on the description above, it can be concluded that the majority of employees agree that spiritual quotient and talent management have been implemented well and have

a great influence on employee performance in working at Customs and Excise Regional Office West Sumatera.

After the data has been analyzed, the results of hypothesis testing are obtained through partial testing (t test), simultaneous testing (F test) and coefficient of determination. The t test is used to partially test the significance or influence of the independent variables (talent management and spiritual quotient) on the dependent variable (employee performance). The t test results can be seen in Table 2 as follows.

**Table 2. T test results**

Variable	t count	t table	Sig.
Talent Management ( $X_1$ )	2,956	2,01954	0,005
Spiritual Quotient ( $X_2$ )	4,769		0,000

Based on Table 1, it shows that in the talent management variable  $t \text{ count} > t \text{ table}$ , namely  $2.956 > 2.019$  and a significance value of 0.005 (smaller than 0.05), then  $H_0$  is rejected and  $H_1$  is accepted, so it can be concluded that talent management ( $X_1$ ) has a significant effect on employee performance (Y). Talent development has a positive and significant influence on performance and this causes an increase in employee performance in the organization, job satisfaction and motivation increase significantly [17].

Apart from that, the results of the t test calculation on the spiritual quotient variable show t

count  $> t \text{ table}$ , namely  $4.769 > 2.019$  and a significance value of 0.000 (smaller than 0.05) so  $H_0$  rejected and  $H_2$  accepted, so it can be concluded that spiritual quotient ( $X_2$ ) has a significant effect on employee performance (Y). Spiritual quotient is quotient related to the depth of understanding the meaning, values, goals and high motivation of life, especially to position human behavior and existence in terms of greater meaning, determining whether individual actions or ways of life are more important than others, so that they can understand every aspect of life and are able to manage and survive difficulties [12].



After getting the t test calculation results, a simultaneous test or F test was then carried out to see whether the independent variables talent management and spiritual quotient as a whole had a

significant influence on the dependent variable employee performance. The results of the F test can be seen in Table 2 as follows.

Table 3. F test results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	787,782	2	393,891	32,269	,000 <sup>b</sup>
Residual	500,468	41	12,207		
Total	1288,250	43			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Spiritual Quotient, Talent Management

Based on the test results in Table 2, it shows that the calculated F value > F table, namely 32.269 > 5.16; and Sig. = 0.000 < 0.05 means that H<sub>0</sub> is rejected and H<sub>3</sub> is accepted, meaning that the independent variables (talent management and spiritual quotient) simultaneously have a significant effect on the dependent variable of employee performance.

Next, the results of calculating the coefficient of determination are obtained which aims to provide an indication of how strongly the independent variable influences the dependent variable.

Table 4. Coefficient of Determination Test Results

Model	R	Square	Adjusted R Square	Std. Error of the Estimate
1	0.782 <sup>a</sup>	0.612	0.593	3,494

Based on Table 3, the *R Square coefficient of determination* is 0.612. (moderate), this shows that all independent variables (talent management and spiritual quotient) simultaneously have an influence of 61% on employee performance. Meanwhile, the remaining 39% was influenced by other variables not tested in this study.

Talent management and spiritual quotient have proven to play an important role in improving

employee performance at Customs and Excise Regional Office West Sumatera. Good talent management, without increasing spiritual quotient, will lead to demotivation of employees who cannot enter *the talent pool* or who cannot be promoted. Good spiritual quotient, without good talent management, will create conflicts of interest and subjectivity in the leadership succession process [8].

## V. CONCLUSION

Based on the research results, it can be concluded that talent management has a significant effect on employee performance. Apart from that, spiritual quotient also has a significant effect on employee performance. So that talent management and spiritual quotient simultaneously have a significant influence on employee performance at Customs and Excise Regional Office West Sumatera.

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