

The Influence of Talent Management and Self Efficacy Against the Employee Competencies and Performance Distributor of Heavy Equipment in South Sulawesi

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Abstract:- This study aims to analyze and describe the direct and indirect influence of talent management and self efficacy on performance through competency. This research is an explanatory research, as many as 198 employees of heavy equipment companies. This method of analysis uses Structural Equation Modelling (SEM). The results show that talent management influence positive and significant to the performance of employees, either directly or indirectly through competence. Self efficacy have a significant positive effect on performance, either directly or indirectly through competence and competence have significant positive effect to employee performance.

Keywords:- Talent Management, Self Efficacy, Competence And Employee Performance.

I. INTRODUCTION

Competition industry nowadays are getting tight, therefore, have employees with the required competencies have become a necessity nowadays for a company. In the absence of competence, then a job will not be done properly.

Basically, a better competence within employees will improve the performance of the company, which then is expected to boost the competitiveness of firms in an industry. So too with the competence of employees in the heavy equipment industry. This becomes very important because heavy equipment industry is one of the industries that have an important role in national development. Heavy equipment industry is supporting the activities of other businesses, such as in the sectors of mining, processing, forest land, infrastructure development, as well as plantations and farms. Moreover, the Government is being a focus for equitable development throughout the region, particularly the outermost regions of Indonesia.

Competent employees means employees who have the ability to execute tasks or work in accordance with the position that he carried. Because of the characteristics of a job

in the Office of a certain situation, then the competency required by each position within the Organization will be different.

Competence according to Spencer and Spencer (1993) is as the basic characteristics that are owned by an individual that is associated causally in fulfilling the necessary criteria in occupying an Office. While that distinguish superior performance from someone is the competency criterion (differentiating competencies), which is usually closely related to the type of competence that is attached to the quality of one's self.

Differentiating competencies very determined by talent or talent brought in by someone. Talent is believed to be the main factors that can accelerate mastery of competencies. The talent here is defined as a natural human characteristic of being an accelerator of mastery of a skill and become a trigger for excellence performance. Someone could have an outstanding performance and superior competence in a particular field if he is mememiliki talent in accordance with their fields.

Various studies on the role of development talent with competency work desired by management companies, such as finding Sita and Pinapati (2013) revealed that competence is affected by the talent management, research has shown an overview of competence as a concept, practice, and applications against the management competencies. Further study of Sharma and Bhatnagar (2009) also pointed out that the management of talents helps to develop the competence of the organization. Other studies by Iwan and Asr (2016) shows that the company has been able to align talent management with business strategy, creating value, and developing a mindset.

Talent management is one of the human resources management strategy that seeks to seoptimal may associate between the performance of companies with employee talent development process through search, pemikatan, selection, training, development, maintenance, promotion, and transfer of employees in order to be linked to the main business of the

company. Paradigms are contained behind talent management is a company competing in the individual level to get the strengthening of productivity. If we succeed in getting individuals who on average better than other competitors, then we will get companies that will be better in performance.

The chances of successful employee in his work is not only determined by the competence, but also by the self confidence (self efficacy). Because of the combination of competence and self efficacy was the main Predictor for the emergence of a proper work behavior. Self confidence (self efficacy) of the high will direct the employee to set goals that high, so it triggers an increase in effort and concentration of power to produce high performance.

Baron and Byrne (2000) suggests that self efficacy is individual assessment against the abilities or competencies to perform the task, achieve a goal, and produce something. Individuals who have high self efficacy would devote all its attention and efforts to achieve the objectives that have been determined.

Self efficacy was able to encourage its employees to show work engagement and also (eventually) proactive behaviour because of self efficacy encourages someone to do a series of effective action to change the environment. In this case, self efficacy acts as a mechanism of self motivation (self-motivating mechanism) where someone who looked at the high competencies will create a goal for himself and compelled to put out the effort and persistence in overcoming obstacles-obstacles (Bandura, 2006). In another point of view where self-efficacy are considered as private resources (personal resources); someone who has a personal resource levels high (1) increasingly respect itself, (2) have expectations over the goal of self-concordance is high, (3) increasingly compelled intrinsically to pursue its objectives, and (4) trigger performance and higher satisfaction. In other words, employees who feel important, powerful, and enthusiastic towards their job will show good performance.

Viewed phenomena above, so this research is directed to analyze and describe: the influence of talent management and self efficacy against employee performance through competence.

II. STUDY OF THEORY AND HYPOTHESIS

A. Talent Management

The Term Talent Means People Who Have Capabilities And Superior Performance So Worthy Of Occupying A Particular Position Was Organized. Goffe & Jones, 2007 Suggested That A Person (Employee) Who Has Ideas, Extensive Knowledge And Expertise So As To Provide Potential To Grow In Unfavorable Conditions.

Moczydlowska (2012) suggests that the form of the top science and practical action. In the context of talent, where creativity has to be its essence. This happens because a lot of

facts about the concept of talent that is used in the management of the Organization

Talent Management Is A Process Of Three Related Human Resource Management Processes. First, To Develop And Strengthen The New Employees In The First Company (Onboarding). Second, Maintain And Develop The Existing Employees In The Enterprises. Third, Attracting As Many As Mungkn Employees Who Have The Competence, Commitment And Character Work In The Company. (Simalango, 2009)

B. Groves (2007) suggests that talent management is generally associated with training regarding development strategies, identify talent gaps, succession planning, as well as recruit, select, educate, motivate, and maintain employee who has the talent through a variety of initiatives. Companies that use talent management as one of the human resources management strategy of trying to seoptimal may associate the search process, pemikatan, selection, training, development, maintenance, promotion, and transfer of employees in order to be linked to the main business of the company.

C. Self Efficacy

The concept of Self-efficacy refers to the perception of the ability of individuals to organize and implement actions to display certain skills (Bandura, 2006). Baron and Byrne (2000) suggests that self-efficacy is individual assessment against the abilities or competencies to perform a task, achieve a goal, and produce something.

BANDURA (2006) explains that the self-efficacy of the individual is based on four things: the experience will be a success, the experience of the other individual, verbal persuasion and physiological circumstances.

D. Competence

Boyatzis (1982) in the Yuniarsih and Suwatno (2008) suggests that the competency of officers in the field of a particular job based on the characteristics of the employee. (such as motive, attitude/character, skill as well as aspects related to the role of social science or knowledge) that produce effective or superior performance in the work.

Next Guion (1991) suggested that the competence of the basic characterizes the people and shows how these people behave or think, concluded various situations and persist for some period of time. Marshall (1996) mendefenisikan that was a feature of one's basic competence that allows them to generate superior performance in a job, role or situation (Yuniarsih and Suwatno, 2008).

The competencies are grouped according to Mathis and Jackson (2001) in Yuniarsih and Suwatno (2008) consists of knowledge, skills (skill) and abilities (abilities).

E. Employee Performance

Performance is the embodiment of the results of the work done. The performance was used as the basis of assessment can be an important power to influence the behavior of employees.

Robbins (2007) suggests that the performance is a result achieved by workers in his work according to certain criteria that apply for a given job.

Basically the performance assessment is the assessment of the behaviour in doing roles in organizations described that the main purpose of performance appraisal is to motivate your employees in achieving the objectives and standards in organisasi behavior and produce the desired action of the organization. Employee performance will be achieved if supported by the attributes of the individual, work and support the efforts of the company.

According to (Walker, 1992), the performance is determined by the efforts and abilities of the individual employees themselves as well as how complete a job objectively. Therefore, the employees as an asset of the company is expected by management is the mental attitude of employees who had a motive to high achievers, how the quality and quantity of work, can not reliably crafts work, attitude toward companies as well as fellow employees that is reflected in the ability to cultivate good cooperation.

Mathis and Jackson (2006) also rnenguraikan several factors used in measuring the performance of employees, i.e. the quantity of work, quality of work, attendance, punctuality and the ability to cooperate

F. the relationship of employee Performance with Talent Management

Capelli, (2009) argues that talent management is concerned with finding the right people with the right skills to the right position. Good company is a company vision, mission and corporate values that have been set previously by a number of talented employees who work together and work together. (Pella & Afifah, 2011).

The performance of the employees affected by the talent management, reinforced by the findings of the (Maya & Thamilselvan, 2013) shows a significant relationship management talent and employee performance and efficiency of the organization. The findings of the AbdulQuddus (2015) that shows that there is a positive relationship between variables on employee engagement talent management, retention, the added value in improving organizational performance. Findings (Mensah, 2014) shows the result that there is a positive relationship between employee performance and talent management and output management talents mediate the relationship between employee performance and talent management.

G. Relationships Talent Management with Competence

Groves (2007) suggests that talent management is generally associated with training regarding development strategies, identify talent gaps, succession planning, as well as recruit, select, educate, motivate, and maintain employee who has the talent through a variety of initiatives. Companies that use talent management as one of the human resources management strategy of trying to seoptimal may associate the search process, pemikatan, selection, training, development, maintenance, promotion, and transfer of employees in order to be linked to the main business of the company.

Competence is affected by the talent management, this is reinforced by the findings of Sita and Pinapati (2013) are doing research on some of the information technology organization in India that uses competency management as a tool to manage talent. Although this study focused on the IT organization, some studies have shown a broad overview of competence as a concept, practice, application, results and issues against the management competencies.

Study of Sharma and Bhatnagar (2009) also shows that talent has been helping organizations recruit talent in the best of the best at the Organization's competency by developing pharmaceutical organization. Further findings Iwan S and Asr RF (2016) shows that the company has been able to streamline their talent management strategy with business strategy, creating assessments, develop a talent mindset, but the approach has not been breed of competence done in a structured and tends to be partial.

H. Relationship Self efficacy with Employee Performance

Self efficacy was able to encourage its employees to show work engagement and also (eventually) proactive behaviour because of self efficacy encourages someone to do a series of effective action to change the environment. In this case, self efficacy acts as a mechanism of self motivation (self-motivating mechanism) where someone who looked at the high competencies will create a goal for himself and compelled to put out the effort and persistence in overcoming obstacles-obstacles (Bandura, 2006). Self-efficacy are considered as private resources (personal resources); someone who has a personal resource levels high (1) increasingly respect itself, (2) have expectations over the goal of self-concordance is high, (3) increasingly compelled intrinsically to pursue its objectives, and (4) trigger performance and higher satisfaction. In other words, employees who feel important, powerful, and enthusiastic towards their job will show good performance.

This is confirmed by research Jacob Cherian & (2013) and methods of Anova show that employee performance is positively influenced by the overall self-efficacy. This also proves that the behavior of professional organizations practicing skeptics usually affected a significant number of the trust. Second, the complexity of the task and the locus of

performance found no relationship between self-efficacy and performance in the workplace. Further studies (Olido, et.al, 2015) shows that there is a connection there is a positive relationship between self efficacy and performance of employees.

I. Relationship Self efficacy with Competence
 Self efficacy is the belief that one's about competence or owned their effectiveness in certain areas (Woolfolk, 2008). Further Bandura (2006) States that self efficacy is the belief of a person about his ability to govern and decide on specific actions needed to obtain certain results.

Competence reinforced by self efficacy that has been trained. These findings are confirmed by empirical studies Golnaz (1996) which shows the existence of a relationship between self efficacy and competence. Later Chao findings supported by W T, et.al(2014) that conduct research on nurses in Taiwan. The results showed that the nurse competencies, career self-efficacy were significantly positively correlated each other. Career self-efficacy of nursing and medical personnel can help to improve the competence of nurses in improving the quality of medical care in Taiwan. Further study of Olido, et.al (2015); Malliari, et.al (2011) indicates also there is a positive relationship between selft efficacy and competence and performance of employees.

Based on the empirical facts, then the hypothesis is proposed as follows:

H1a: Talent Management significantly influential on performance of employees

H1B: influential Talent Management significantly to competence

H1c: Talent Management significantly influential on performance of employees through competence

H2A: Self Efficacy significantly influential on performance of employees.

H2b: Self Efficacy effect significantly to competence

H2C: Self Efficacy significantly influential on performance of employees through competence

H3: Competence significantly influential on performance of employees.

III. RESEARCH METHODS

This research included a survey of this type of research i.e. research which took samples and a population and use the questionnaire as a data collection tool staple. Therefore in this study unit of analysis is the employees in a company distributor of heavy equipment in South Sulawesi is used for

the purpose of explanation (explanatory or confirmatory) where these studies collect data from the phenomenon of resources man in the heavy equipment industry, then measure the relationship between the causal variable.

Populations and Samples

The population in this study are all employees in the industry heavy equipment located in South Sulawesi that is as much as 394 people. So the number of samples taken as many as 198 employees (Slovin (Umar, 2004). Sampling done in proportionate random sampling among the existing population. Technique of data analysis using Structural Equation Modeling analysis using Partial Least Square.

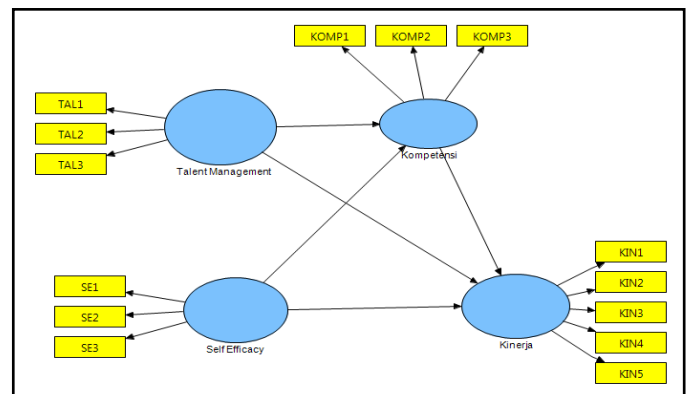


Fig 1:- Model Research

IV. RESULTS AND DISCUSSION

Data processing techniques with SEM method using Partial Least Square-based (PLS) require two stages to assess the Fit of the Model is a model research (Ghozali, 2006). The stages are as follows:

A. Data Quality Testing

1. Assess the Outer Model or Measurement Model there is at least 2 criteria in the use of data analysis techniques with SmartPLS for assessing Convergent Validity model namely outer and Composite Reliability. Convergent validity of measurement models with reflexive indicators assessed based on the correlation between the item score/component score that is being estimated with Software PLS. individual reflexive Size is said to be high if correlated over 0.70 with invalid constructs being measured. However, according to Chin, 1998 (in Ghozali, 2006) to study the early stages of developing a scale of measurement value loading 0.5 to 0.6 is considered quite adequate. In this research will be used in the limit of loading factor of 0.50.

The value of the outer model or invalid constructs with the correlation between the variables at the beginning do not meet convergen validity because there are still indicators that have a value of loading factor under 0.50. Modification of the model is done by removing the indicators which have a value of loading factor under 0.50. On the model modification

indicated that all loading factor has a value above 0.50, so that invalid constructs for all of the variables already no one is eliminated from the model.

convergent validity. This shows that the latent variables already represent indicators in bloknya.

The value of the composite reliability for latent variables X 1 of 0.752 > reliability standard of 0.6. The value of the composite reliability for latent variable X 2 of 0.738 > reliability standard of 0.6. The value of the composite reliability for latent variable Y1 of 0.790 > reliability standard of 0.6. The value of the composite reliability for latent variable Y2 of 0.830 > reliability standard of 0.6. This has the meaning of the internal consistency of the latent variable measurement is above the value of the standard.

B. Structural Model Test (Inner models)

Testing inner structural model or models do to look at the relationship between significance and value of invalid constructs an R-square of model research. The structural model is evaluated by using the R-square for the dependent t-test invalid constructs as well as the significance of the structural parameters of line coefficients.

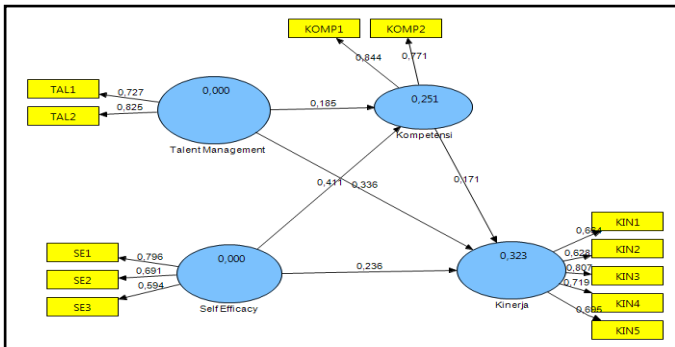


Fig 2:- The Construction Diagram Modeling Results PLS Path After Modified

Figure 2 shows that all the indicators are declared Valid with a value of loading factor above 0.5, the value of the variable above all Compositing Realibility 0.7

1. Evaluate the Reliability and Average Variance Extracted (AVE) the criteria of reliability can be seen from a reliability value invalid constructs and the value of the Average Variance Extracted (AVE) from each invalid constructs. Invalid constructs are said to have high reliability if its value was 0.60 and AVE are at a value of 0.50. In table 1 will be presented the value Composite Reliability and AVE for all variables.

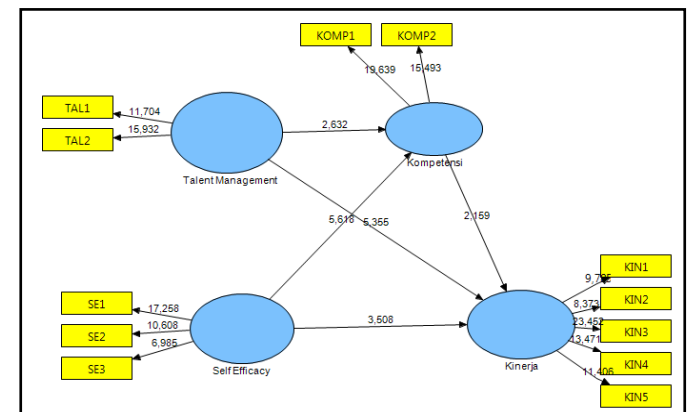


Fig 3:-The Results of the Inner Model

Variabel	Composite Reliability	Average Variance Extracted (AVE)
Talent management	0,752	0,604
Self efficacy	0,738	0,487
Competence	0,790	0,654
Employee performance	0,830	0,497

Tabel 1. Composite Reliability dan Average Variance Extracted

Source: Data processed, 2017

The value of the latent variable to AVE X 1 of 0.604, meaning that the latent variables X 1 already meet the requirements of convergent validity. This has the sense that the latent variables already represent indicators in bloknya. The value of the latent variable to AVE X 2 of 0.487 (0.5) is equal to 0.5, meaning that the latent variable X 2 is already meet the requirements of convergent validity. The value of the latent variable Y1 for the AVE of 0.654 (0.5) is equal to 0.5, meaning that the latent variable Y1 already meets the requirements of convergent validity. The value of the latent variable to AVE Y2 of 0.497 (0.5) is equal to 0.5, meaning that the latent variable Y2 already meets the requirements of

In assessing the models with PLS begins by looking at the R-square for each dependent latent variable. Table 2 is the R-square estimation by using SmartPLS.

Variabel	R-Square
Talent management	
Self efficacy	
Competence	0,251
Employee performance	0,323

Tabel 2. Nilai R-Square

Sumber : Data diolah, 2017

Table 2 shows the value of the variable R-square for the performance of the employees acquired for 0.323. These results showed that 32.3% variable employee performance can be affected by variable talent management, Self efficacy, competence, while 67.7% influenced by variables other than the ones examined. The value of R-square for the variable competence acquired for 0.251. This result shows that 25.1%

variable competence is affected by the variable talent management and self efficacy, while 74.9% influenced by variables other than the ones examined.

- *Hypothesis Testing*

H1a: Talent Management significantly influential on performance of employees Hypothesis 1a to the effect that the influential talent management significantly to performance proven. It can be seen from the results of testing of hypothesis 1 suggests that employee performance with talent management shows the value of the coefficient of 0.368 line with value t of 5.355. The greater value from the t-table (1.5807).

The direct contribution of variable talent management on performance is relatively small but significant influence, so the talent management is a good predictor for the performance of employees on the company's heavy equipment in South Sulawesi. These findings indicate that the variable is talent management is able to predict the performance variables. The empirical basis mean especially in heavy equipment company in South Sulawesi, the performance of the employees affected by the talent management.

In line with these findings, the empirical study of the relationship of performance with talent management done by Maya & Thamilselvan (2013); Chadee, et. Al (2013); AbdulQuddus (2015) shows that the performance of the employees affected by the talent management. Mwangi, et.al (2014) shows that organizations are pursuing high performance and improve results through talent management practices. Mary et.al (2015) and Mensah (2014) also supports this research results indicating that the existence of a strong link between employee performance and talent management in organizations.

The findings of the AbdulQuddus (2015) also suggests that there is a positive relationship between the variables of management talent in improving organizational performance. Mwangi, et.al(2014) posited that the Organization continues to pursue high performance and improving results through the practice of TM, using a holistic approach to talent management, from interesting and choose wisely, to maintain and developing leaders, to put the employee in his position.

In the context of the implementation of talent management to improve the company's performance in the heavy equipment that is in the province of South Sulawesi is already well underway. The results of this research reinforces theories Venkateswaran (2012) stating that ideally the talents management should be run simultaneously with four other important strategy that became the basic needs and be a boon for the company, namely talent management as a strategy for managing a series of planning, strategies to support corporate strategy, the strategy for developing employees and strategies for retaining employees.

- *H1B*: Talent Management effect significantly to competence.

Hypothesis 1b which States that the influential talent management significantly to performance proven. It can be seen from the results of testing of hypothesis 1 suggests that employee performance with talent management shows the value of 0.185 line coefficient with a value t of 2.632. The greater value from the t-table (1.5807).

The direct contribution of variable talent management competency against the relatively small but significant influence, so the talent management is a good predictor for competence. These findings indicate that in certain degrees variable can predict talent management competence. The empirical basis mean especially in heavy equipment company in South Sulawesi, the competence of the employees turned out to be affected by the talent management.

These results are in line with previous research findings about the relationship between talent management by competence performed by Sita and Pinapati (2013) revealed that competence is affected by the talent management. Sharma and Bhatnagar (2009) also pointed out that the management of talents helps to develop the competence of the organization. The findings of the Iwan and Asr (2016) talent management create a competence.

Talent management is the third phase in the evolution of the HR function, after personnel department and strategic HR (Josh sneezes, 2017). In this phase the emphasis of competence become important starting from the recruitment process. This is an early career talent process will enter a company. By performing this step, the company will get the talent-talent.

- *H2A*: Self Efficacy significantly influential on performance of employees.

Hypothesis 2a States that self efficacy effect significantly to performance proven. It can be seen from the results of hypothesis testing 3 shows that the self efficacy with employee performance indicates the value of path coefficient with a value of t 0.306 3.508. The greater value from the t-table (1.5807).

The direct contribution of the variable Self efficacy against the performance of relatively large and significant influence, so the Self efficacy is a good predictor for the performance of employees on the company's heavy equipment in South Sulawesi. These findings indicate that the variable Self efficacy can predict performance variables. The empirical basis mean especially in heavy equipment company in South Sulawesi, performance is affected by Self efficacy.

In line with these findings, previous research on the relationship of Self efficacy with the performance done by Cherian and Jacob (2013) shows that employee performance is influenced by the Self efficacy, means there is a relationship

between Self efficacy and performance. Et.al, this Olido (2015) which showed a positive relationship between Self efficacy and performance of employees. Self efficacy and competence is a predictor of employee performance. Consiglio, [et.al](#) (2015) and the development of Self efficacy will bring positive changes in the perception of employees and more on work engagement. Et.al, this Olido (2015) indicates also there is a positive relationship between self efficacy and competence and performance of employees.

Self efficacy according to Kreitner and Kinicki (2003) is someone's beliefs about the chances to achieve a specific task. Individual Self high efficacy would have achieved a better performance because the individual has a strong motivation, goals are clear, stable emotions and its ability to deliver the performance of the activities or behavior with success. Good performance of an employee will make self efficacy are becoming increasingly high (Sapariyah, 2011)

- *H2b*: Self Efficacy effect significantly to competence

Hypothesis 2b stating that self efficacy effect significantly to proven competencies. It can be seen from the results of testing a hypothesis 4 suggests that the self efficacy with competence shows the value of the coefficient of 0.411 line with value t of 5.618. The greater value from the t-table (1.5807).

The direct contribution of the variable Self efficacy against competence of relatively large and significant influence, so the Self efficacy is a good predictor for competence on a heavy equipment company in South Sulawesi. These findings indicate that the variable Self efficacy can predict the variable competence.

In line with these findings, previous research on the relationship of Self efficacy with competence performed by Golnaz (1996) which shows the existence of a relationship between Self efficacy and competence. Chao W T, [et.al](#) (2014); who is doing research on nurses in Taiwan with the findings indicated that Self efficacy, competence and commitment of mutual positive correlated significantly. Et.al, this Olido (2015); Malliari, [et.al](#) (2011) indicates also there is a positive relationship between self efficacy and competence and performance of employees.

In the context of the application of Self efficacy for improving competence in heavy equipment company that is in the province of South Sulawesi is already well underway. Self efficacy are a reflection of the beliefs of a person against the capabilities to perform the task. A person with high Self efficacy levels, usually would judge himself has the ability and competence of the more so she sure can perform the task in the conditions, circumstances, or problems that occur. In contrast, a person with high Self efficacy is low, will assess themselves have less ability and competence, so that the level of his conviction for the completed task is also low.

- *H3*: Competence significantly influential on performance of employees

Hypothesis 3 stating that the competence of influential significantly to performance proven. It can be seen from the results of hypothesis testing 3 shows that competence with the performance of the employee demonstrates the value of path coefficient with a value t 0.171 of 2.159. The greater value from the t-table (1.5807).

These findings indicate that the variable competence can predict performance variables. Moreover this fact shows that the performance in the context of this research caused by competence. The empirical basis mean especially in heavy equipment company in South Sulawesi, the performance turned out to be affected by the employee's competence.

In line with these findings, previous research about the relationship of competence with the performance done by June and Mahmood (2011) shows that significant relationships between competencies with employee achievements. Zaim, et. Al (2013) shows that there is a positive relationship between competence and performance of employees in the service industry in Turkey. These results are inconsistent with research conducted by Sri R (2014) that found that competence does not affect on performance.

In the context of the application of the competency to improve performance on heavy equipment company that is in the province of South Sulawesi is already well underway. Competence is a key factor in deciding for someone in producing an excellent performance. As well as give the cue, that organization is well managed and fundamentally will result in effective management behavior. So that it can identify competence-competence whatever it takes on all the work within the Organization as well as the competence-competence in certain works, the most important is the next stage of competence identify with the accurate level of competence which is owned by its employees or prospective employees.

Competence can also be used as a criterion to determine the placement of the employee. Employees who are placed on specific tasks will know what competencies are required, as well as the path that must be taken to achieve it by evaluating the competence-competence corresponding to benchmark performance assessment. So the system management of the human resources (HR) more generally, employees can be developed to enhance the knowledge, skills, expertise, level of competence and performance. The importance of competence in improving employee performance had a very strong relationship, this improved performance depends on the competence of which is owned by one individual. The competence of human resources such as knowledge and ability of the primary capital for employees to achieve the goals and expectations of employee goals dikehandaki.

Heavy equipment company in South Sulawesi are always working to improve the competence of employees skilled in heavy equipment by organizing various training courses or competency-based training in accordance with their respective areas of work. For example the training of heavy equipment on the optimization of mining industry, whose goal in order to provide the fundamental technologies and renewable knowledge on heavy equipment, providing skills to assess needs in the process of pertambangan production operations and provide best practice the use of heavy equipment. Technician Training Development Program for the development of skills and competencies as well as improved quality of service to customers and other training and other training.

Hypothesis Testing H1c. The mediation effect of competence (Y1) on talent management (X 1) against the performance of employees (Y2).

Talent management path coefficient values against the competency of 0.185 and significant, employee performance against competencies of 0.171, and significantly, then the influence of talent management on performance of 0.368 and significant. The pemeriksaan results provide evidence that the value of the coefficient of indirect influence line (competence) in explaining the influence of talent management on performance of employees of $0.032 = 0.185 \times 0.171$ and demonstrate a significant influence with a value of t of $6.707 > 1.5807$.

The contribution of indirect variables on performance through talent management competence is relatively small but significant influence, so the talent management and competence is a good predictor for the performance of employees on the company's heavy equipment in South Sulawesi. These findings indicate that the variable is talent management is able to predict the performance variables when mediated by competence. Moreover this fact shows that the performance of the employees in the context of this research due to talent management and competence.

In the context of the implementation of talent management to improve performance through competency on heavy equipment company that is in the province of South Sulawesi is already well underway. Talent/talent and competence are the two things that are very important in the company.

Talent Management becomes very important to be implemented so that the company can compete with other companies in the global business environment and a highly competitive business environment and to fill positions that play an important role in an attempt to improve the performance of the company. (Kehinde (2012).

Companies on the development of management talent must wear as one HR management strategies that optimally linked

with the search process, pemikatan, training, development, promotion, and transfer of employees in order for the associated with the main business of the company. Talent management contains the paradigm that companies compete on the level of the individual. When you successfully get the individuals who are on average better than other players, then we will get companies that will be better than the other players.

Competency-based Human Resources development and talents can help your organization or company has managers who can carry out his leadership with the right and will have employees who know what should be done for the success of organization/company. Adjustment of competence depends also from vision the mission and culture of the organization/company.

Hypothesis Testing H2c. The mediation effect of competence (Y1) on self efficacy (X 2) against the performance of employees (Y2).

Path coefficient value self efficacy against the competency of 0.411, competence and significant employee on performance of 0.171 and significant, then the influence of self efficacy on performance of 0.306 and significant. The results of the inspection provide evidence that the value of the coefficient of indirect influence line (competence) in explaining the influence of self efficacy on performance of employees = 0.070×0.171 0.411 and showed significant effects with the value t of $5.298 > 1.5807$.

These findings indicate that the variable Self efficacy can predict performance variables when mediated by competence. Moreover this fact shows that the performance of the employees in the context of this research caused by Self efficacy and competence. The empirical basis mean especially in heavy equipment company in South Sulawesi, performance is affected by Self efficacy and competence.

In the context of the application of Self efficacy for improving performance through competency on heavy equipment company that is in the province of South Sulawesi is already well underway. Self efficacy is a trust that arises because it has the self-assurance which have capability in carrying out a work, so that it was able to acquire a complete success. Beliefs related to the encouragement or motivation of the employee to be more confident and have confidence in their own abilities. Self-efficacy is needed within the employees, by increasing the ability of a given task in doing so companies running optimally and employee satisfaction will increase. Because of this, then the role of self-efficacy is indispensable to be able to make employee is able to work properly.

Competence is a key factor in deciding for someone in producing an excellent performance. As well as give the cue, that organization is well managed and fundamentally will

result in effective management behavior. So that it can identify competence-competence whatever it takes on all the work within the Organization as well as the competence-competence in certain pekerjaanpekerjaan, the most important is the next stage of competence identify with the accurate level of competence which is owned by its employees or prospective employees.

Competence can also be used as a criterion to determine the placement of the employee. Employees who are placed on specific tasks will know what competencies are required, as well as the path that must be taken to achieve it by evaluating the competence-competence corresponding to benchmark performance assessment. So the system management of the human resources (HR) more generally, employees can be developed to enhance the knowledge, skills, expertise, level of competence and performance. The importance of competence in improving employee performance had a very strong relationship, this improved performance depends on the competence of which is owned by one individual. The competence of human resources such as knowledge and ability of the primary capital for employees to achieve the desired goals and expectations of the employees.

V. CONCLUSION

The findings of this research States that significant influential Talent management directly or indirectly against employees performance through competency; Self efficacy the significant effect directly or indirectly against employees performance through competency; and significant influential competencies directly on performance of employees.

Based on the findings of the research, then in an attempt to increase employee performance heavy equipment distributor, then the advice that can be used as consideration is the corporate party should constantly increase employees ' talent management through education, training and career development, but the most important thing to note is the process of recruitment of an employee who has the talent. In the relationship between talent management with competence, there are some things that need to be taken care of by the company among others; employee selection process. In this process the company need to do rigorous employee selection process by considering carefully the talent possessed by prospective employees, not with the recruitment system of extended family, the other thing worth noting is the diperlu fixed motivate employees to develop talent, owned along with the development of technology that more advanced and are no less pentingya is paying attention to the compensation or reward to employees who have the talent and the real impact on its performance.

On Self efficacy which influence or the real impact on performance. Company party should maintain and enhance these conditions, because the real impact on the confidence of employees in work. And as a follow-up effort, company party

should constantly increase self efficacy employees through education, training and career development.

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