

Determinants of Employee Performance at PT Perkebunan Nusantara 1 Regional 5 Ajong Gayasan

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ABSTRACT

Human resources **were considered** one of the most valuable assets in achieving organizational goals. Effective human resource management through talent management, human resource planning, and human resource auditing **was expected** to enhance employee performance. This study **aimed** to examine the effects of talent management, human resource planning, and human resource auditing on employee performance at PT. Perkebunan Nusantara 1 Regional 5 Ajong Gayasan. A quantitative research approach **was employed**, and data **were collected** by distributing questionnaires to all 70 warehouse employees using a saturated sampling technique. The data were analyzed using multiple linear regression analysis. The findings showed that talent management (X1) did not have a significant effect on employee performance (Y). In contrast, human resource planning (X2) and human resource auditing (X3) **have** positive and significant effects on employee performance (Y). Furthermore, talent management, human resource planning, and human resource auditing **simultaneously have** a significant effect on employee performance. These findings **indicate** that strengthening human resource planning and implementing effective human resource audits **are** essential for improving employee performance, while the implementation of talent management **still requires** further improvement to maximize its contribution to organizational performance.

Keywords: Talent management, Human resource planning, Human resource auditing, Employee performance.

ABSTRAK

Sumber daya manusia dianggap sebagai salah satu aset paling berharga dalam mencapai tujuan organisasi. Oleh karena itu, manajemen sumber daya manusia yang efektif melalui manajemen talenta, perencanaan sumber daya manusia, dan audit sumber daya manusia diharapkan dapat meningkatkan kinerja karyawan. Penelitian ini bertujuan untuk mengkaji pengaruh manajemen talenta, perencanaan sumber daya manusia, dan audit sumber daya manusia terhadap kinerja karyawan pada PT. Perkebunan Nusantara 1 Wilayah 5 Ajong Gayasan. Penelitian ini menggunakan pendekatan kuantitatif dengan pengumpulan data melalui penyebaran kuesioner kepada seluruh 70 karyawan gudang menggunakan teknik sampling jenuh. Data dianalisis menggunakan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa manajemen talenta (X1) tidak berpengaruh signifikan terhadap kinerja karyawan (Y). Sebaliknya, perencanaan sumber daya manusia (X2) dan audit sumber daya manusia (X3) berpengaruh positif dan signifikan terhadap kinerja karyawan (Y). Selain itu, secara simultan manajemen talenta, perencanaan sumber daya manusia, dan audit sumber daya manusia berpengaruh signifikan terhadap kinerja karyawan. Temuan ini menunjukkan bahwa penguatan perencanaan sumber daya manusia serta penerapan audit sumber daya manusia yang efektif merupakan faktor penting dalam meningkatkan kinerja karyawan, sedangkan penerapan manajemen talenta masih perlu dioptimalkan agar dapat memberikan kontribusi yang lebih besar terhadap peningkatan kinerja organisasi.

Kata Kunci: Manajemen Talenta, Perencanaan Sumber Daya Manusia, Audit Sumber Daya Manusia, Kinerja Karyawan

1. Introduction

Human resources are a strategic asset that determines an organization's success in achieving its goals and sustaining its competitive advantage. A company's success is not determined solely by the availability of capital, technology, or natural resources, but also by its ability to manage its human resources effectively. Good human resource management can increase productivity and work effectiveness and drive the achievement of organizational goals. Nevertheless, human resource management in Indonesia still faces a number of challenges.

According to research by (Yonanda & Usman, 2023), based on the National Labor Force Survey (Sakernas) of February 2022, as many as 33.50% of higher-education graduates in Indonesia experience a horizontal mismatch that is, they work in fields that do not correspond to their educational background. This condition shows that aligning workforce competencies with job requirements remains a challenge in the Indonesian labor market (Prayudhani, 2021). This indicates that companies need to implement a planned, integrated, and sustainable human resource management strategy.

One strategy that can be implemented is through talent management, human resource planning, and human

resource auditing. Talent management is a strategic approach to identifying, developing, and retaining employees who have potential so that they can make an optimal contribution to the achievement of organizational goals (Jonathan & Tholok, 2023). Human resource planning, meanwhile, aims to ensure the availability of a workforce with the number and competencies required by the organization so that company activities can run effectively (Nuraeni et al., 2025). Human resource auditing serves as a process for evaluating human resource management policies, programs, and practices to ensure that all activities have been carried out effectively, efficiently, and in accordance with organizational goals (Tri Saputra et al., 2020). These three aspects are interrelated in forming a human resource management system capable of improving employee performance.

Employee performance is the result of work achieved by an individual in carrying out their duties and responsibilities in accordance with the standards set by the organization. The level of employee performance is influenced by various factors, including the implementation of talent management, human resource planning, and human resource auditing. Optimal management of these three aspects is expected to improve work quality, productivity, motivation, and organizational effectiveness.

Previous studies have shown inconsistent results. Research by (Akuba, 2022) concluded that talent management has a positive and significant effect on employee performance. In contrast, (Rawis et al., 2021) found that human resource planning has no significant effect on employee performance, while (Adang & Wijoyo, 2022) demonstrated that human resource auditing has a positive and significant effect on employee performance. These differing results indicate that a research gap still exists regarding the effect of talent management, human resource planning, and human resource auditing on employee performance. In addition, most previous studies were conducted in the banking, services, and education sectors, so research in the plantation sector remains relatively limited.

PT Perkebunan Nusantara I Regional 5 Ajong Gayasan is a company engaged in tobacco plantation cultivation and plays an important role in the national agribusiness industry. In its efforts to improve the quality of its human resources, the company has carried out various employee development programs. However, the implementation of talent management is still not optimal, particularly in the career development of operational employees. Meanwhile, the company's profit reports for the 2021–2025 period show a declining trend, although there was a temporary increase in 2023. This condition indicates that the effectiveness of human resource management still needs to be improved so that it can drive increases in employee performance and company productivity.

Based on the description above, the problem addressed in this study is whether talent management, human resource planning, and human resource auditing affect employee performance at PT Perkebunan

Nusantara I Regional 5 Ajong Gayasan, both partially and simultaneously. This study aims to analyze the effect of talent management, human resource planning, and human resource auditing on employee performance at the company. The study uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 70 warehouse employees selected using a saturated sampling technique. The data were then analyzed using instrument quality tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination. The results of this study are expected to contribute to the development of human resource management science, particularly in the plantation sector, and to provide input for the company in improving the effectiveness of its human resource management in order to support improved employee performance.

2. Literature Review

Talent Management

Talent management is a strategic process carried out by organizations to identify, attract, develop, and retain employees who have the best competencies and potential so that they can make an optimal contribution to the achievement of company goals. The implementation of talent management does not only focus on the recruitment process, but also includes career development, training, and the placement of employees according to their abilities, so that the organization has superior and competitive human resources (Dewi Puspaningtyas Faeni et al., 2023).

Talent management plays an important role in improving employee performance because companies can make maximum use of the potential possessed by each individual. Employees who are given the opportunity to develop tend to have higher motivation, loyalty, and work productivity. In this study, the indicators of talent management include attracting talent, developing talent, and retaining talent (Haudi et al., 2021).

Attracting talent is a series of stages aimed at obtaining the best people and placing them in positions that match their expertise. The stages in this process include talent planning, recruiting new employees, a careful candidate selection process, and an orientation period to introduce employees to the company's culture and systems.

Retaining talent is an action taken to secure high-potential individuals so that they remain part of the organization. The talent pool consists of those who have superior abilities and potential and receive special attention from the company compared to other employees. One way to retain high-performing employees is through promotion, as research shows that employee work performance affects job promotion (Fauzan & Kurniawan, 2024). This process is crucial so that the organization can sustain the performance and competence of the best human resources it has.

Human Resource Planning

Human resource planning is a process carried out by organizations to determine workforce needs, both in terms of quantity and quality, in accordance with company goals. HR planning aims to ensure the availability of competent employees at the right time and in the right positions so that operational activities can run effectively and efficiently (Roberto et al., 2022).

Good HR planning will help companies avoid workforce shortages or surpluses, improve the effective use of human resources, and support the achievement of organizational goals. In this study, the indicators of human resource planning include the number of employees, employee qualifications, length of service, knowledge and skills, talent that still needs to be developed, and employee interest (Nardo et al., 2022).

The number of employees reflects the total workforce owned by an organization to run its operations. This indicator is very important because it is directly related to the balance between workload and the available workforce. A mismatch in the number of employees can lead to inefficiencies, such as an excess or shortage of workers. Human resource planning must therefore be able to estimate the ideal number of employees needed to meet organizational needs, both in the short and long term. Determining the optimal number of employees is usually done using a workload-analysis method, in which the total workload is divided by the effective working-time capacity of each employee. This is important so that the organization can allocate its workforce efficiently and increase productivity without experiencing a shortage or surplus of staff.

Employee qualifications reflect how well a person's educational background, experience, and skills match the demands of the job they hold. This underscores the importance of placing the right individuals in the right positions. Through good HR planning, an organization can ensure that every position is filled by an employee with the appropriate abilities, which in turn will improve the organization's overall performance.

A person's length of service in an organization can serve as a benchmark for employee stability and loyalty. Employees with a long tenure generally have deeper experience with the organization's procedures, culture, and ways of working. Data on length of service is very useful in HR planning for managing workforce turnover, promotions, and the systematic, targeted development of retirement programs.

Knowledge is a collection of information and theoretical understanding that a person possesses regarding a particular job, obtained through formal education or experience. Skills, meanwhile, are the ability to apply that knowledge practically in completing tasks well. In HR planning, organizations must know the level of knowledge and skills possessed by employees so that these can be matched to job requirements while also planning appropriate training programs to improve employee competencies.

Every person has hidden potential and talent that has not been fully utilized. Organizations need to identify and

develop this potential so that individual abilities can be used more optimally. Through effective HR planning, it is important to focus on career development, training, and coaching that can help employees optimize their abilities, so that their contribution to the organization becomes greater and of higher quality.

Work interest reflects an individual's enthusiasm and eagerness in carrying out their duties and actively participating in organizational activities. Employees with a strong interest in their work tend to have higher levels of productivity and loyalty. Human resource planning must therefore take into account the alignment between employee interests and the work they perform in order to achieve maximum satisfaction and performance.

Human Resource Auditing

Human resource auditing is a systematic evaluation process covering all human resource management activities within an organization. This audit aims to assess whether HR policies, procedures, and practices have been carried out effectively, efficiently, and in accordance with company goals, so that they can support the achievement of organizational performance (Tj, 2021).

Through human resource auditing, companies can identify the strengths and weaknesses in their HR management so that continuous improvements can be made. In this study, HR auditing is measured through the indicators of HR needs analysis, performance evaluation and development, measurement of employee well-being and satisfaction, retention and turnover analysis, and evaluation of employee welfare programs (Nardo et al., 2022).

HR needs analysis. Human resource (HR) research begins with an analysis of the organization's HR needs. This analysis includes understanding how many employees are needed, what skills are required to carry out organizational tasks, and what organizational structure would be most effective and optimal for supporting the achievement of goals. By conducting this research systematically, an organization can plan appropriate HR management, both in terms of quantity and quality, thereby improving operational effectiveness and efficiency.

Performance evaluation and development. Human resource (HR) research also involves evaluating employee performance and developing their skills. This process is important for helping organizations identify employees with high performance and the potential to grow. With this information, organizations can design and implement appropriate skills-development and training programs to continuously improve employee competencies, thereby effectively and efficiently supporting the achievement of organizational goals.

Measurement of employee well-being and satisfaction. This is the process of assessing the extent to which employees feel happy, satisfied, and content in their work environment. It involves evaluating various aspects of the job, such as working conditions, interpersonal relationships, compensation, benefits, and career-development opportunities.

Retention and turnover analysis. Research evaluating employee retention and turnover rates provides deep insight into the effectiveness of management policies in retaining talent and reducing the loss of key personnel. Such research typically involves quantitative or qualitative data-collection methods to measure the influence of aspects such as job satisfaction, remuneration, working conditions, and leadership on employees' willingness to remain with the organization. These findings enable organizations to develop targeted retention policies to reduce turnover and retain competent employees.

Evaluation of employee welfare programs. Organizations can conduct research to measure the success of employee welfare programs, including various health programs, work-life balance initiatives, and other well-being initiatives. This evaluation involves collecting data through surveys and interviews to understand the impact of these programs on employees' physical and mental well-being. In this way, organizations can ensure that the programs implemented are relevant, effective, and provide maximum benefit to both employees and the organization as a whole. In addition, regular evaluation provides an opportunity to improve programs so that they better match employee needs and company goals.

Employee Performance

Employee performance is the result of work achieved by an individual in carrying out their duties and responsibilities in accordance with the standards set by the organization, both in terms of quality and quantity. Performance is influenced by various factors, such as ability, motivation, and organizational support in providing a conducive work environment. In this study, the indicators of employee performance include ability, motivation, and organizational support (Yuniarti et al., 2021).

The concept of employee performance in this study is supported by the Resource-Based View (RBV), Human Capital Management (HCM), and Goal Setting Theory. The RBV perspective explains that human resources are a strategic asset capable of creating competitive advantage when managed optimally through talent management, human resource planning, and human resource auditing (Utami, 2025). Furthermore, HCM theory views employees as an organization's primary capital that needs to be developed through investment in competencies, knowledge, and skills in order to improve organizational productivity and performance (Hassan et al., 2016). Meanwhile, Goal Setting Theory, proposed by Locke (1968), explains that clear, specific, and challenging goals will increase motivation and encourage employees to achieve optimal work results. Thus, effective human resource management through talent management, human resource planning, and human resource auditing is believed to be able to improve employee performance and support the achievement of organizational goals (Noor et al., 2023).

The indicators of employee performance include ability, motivation, and organizational support. Ability is

an employee's basic capacity to carry out the duties and obligations delegated to them. Knowledge, skills, and work attitudes that drive efficient work performance are all included in this competency. According to Chatab, employee competency is a crucial element in evaluating the effectiveness of task performance. Employees find it easier to achieve performance targets when their capabilities match those required for their position. Maintaining peak performance therefore requires improving competency through training and development.

Motivation is the internal or external force that guides and sustains a person's behavior in pursuit of a particular goal. Employee motivation directly affects employees' enthusiasm, persistence, and dedication to their work within the organizational environment. Employees' personal needs combine with the company's incentive programs to create motivation. Employees with high levels of motivation show greater initiative, accountability, and commitment to their work.

Organizational support includes all types of assistance offered by a company to its employees, such as infrastructure and work facilities, competent leadership, a positive work environment, and fair policies. A positive work environment reflects good working patterns. Inconsistent working patterns result in ineffective employee performance (Liana, 2024).

Hypotheses

- H₁** : Talent management has a positive and significant effect on employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan.
- H₂** : Human resource planning has a positive and significant effect on employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan.
- H₃** : Human resource auditing has a positive and significant effect on employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan.
- H₄** : Talent management, human resource planning, and human resource auditing simultaneously have a positive and significant effect on employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan.

3. Methodology

This study uses a quantitative approach with an explanatory research design, namely research aimed at explaining the causal relationship between independent and dependent variables through hypothesis testing (Sugiyono, 2022). The population in this study consists of 70 warehouse employees. The sampling technique used is saturated sampling, a sampling technique in which all members of the population are used as the research sample (Sugiyono, 2022). Thus, the number of samples used in this study is 70 respondents.

3.1 Data

This study uses primary data. Primary data is data obtained directly from the original source through the distribution of questionnaires to respondents. The primary

data in this study was obtained by distributing questionnaires to all 70 warehouse employees of PT Perkebunan Nusantara I Regional 5 Ajong Gayasan. The questionnaire was developed based on the indicators of each research variable talent management, human resource planning, human resource auditing, and employee performance using a five-point Likert scale to measure respondents' level of agreement.

Table 1. Variable Indicators

No	Variable	Indicator	Source
1.	X1: Talent Management	1. Attracting talent 2. Developing talent 3. Retaining talent	(Haudi dkk., 2021)
4.	X2: Human Resource Planning	1. Number of employees 2. Employee Qualifications 3. Length of service for each 4. Knowledge and skills 5. Possessed 6. Talents that still need to be developed 7. Employee Interests	(Nardo dkk., 2022)
5.	X3: Human Resources Audit	1. Analysis of HR needs 2. Performance evaluation and development 3. Measurement of employee well-being and satisfaction 4. Retention and Turnover Analysis 5. Evaluation of employee welfare programs.	(Nardo dkk., 2022)
6.	Y: Employee Performance	1. Ability 2. Motivation 3. Organizational support	(Yuniarti dkk., 2021)

3.2 Analysis Method

The data analysis method used in this study is quantitative analysis using multiple linear regression analysis to test the effect of talent management, human resource planning, and human resource auditing on employee performance (Ghozali, 2011). Before the regression analysis was conducted, the data were first tested through validity tests, reliability tests, and classical assumption tests, which include normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was then carried out using the t-test to determine the partial effect of each independent variable, the F-test to determine the simultaneous effect of the independent variables on the dependent variable, and the coefficient of determination test (Adjusted R Square) to measure the

model's ability to explain variation in the dependent variable (Ghozali, 2011).

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y = Dependent variable

α = Constant

X1 = Talent Management

X2 = Human Resource Planning

X3 = Human Resource Auditing

$\beta_1, \beta_2, \beta_3$ = regression coefficients of X1, X2, and X3

e = error term

4. Results And Discussion

Result

Descriptive Statistical Analysis

Tabel 2. Descriptive Statistical Analysis Results

	N	Minimum	Maximum	Mean	Std. Deviation
X1	70	22.00	35.00	30.9286	3.35063
X2	70	37.00	60.00	51.2857	5.73861
X3	70	30.00	50.00	42.5429	5.10665
Y1	70	33.00	55.00	46.3857	5.55419
Valid N (listwise)	70				

Based on the results of the descriptive statistical analysis of 70 respondents, all research variables show relatively high mean values. The talent management variable (X1) has a minimum value of 22, a maximum of 35, a mean of 30.93, and a standard deviation of 3.35. The human resource planning variable (X2) has a minimum value of 37, a maximum of 60, a mean of 51.29, and a standard deviation of 5.74. The human resource auditing variable (X3) has a minimum value of 30, a maximum of 50, a mean of 42.54, and a standard deviation of 5.11. Meanwhile, the employee performance variable (Y) has a minimum value of 33, a maximum of 55, a mean of 46.39, and a standard deviation of 5.55. Overall, the high mean values indicate that respondents gave positive assessments for all research variables, while the relatively small standard deviation values indicate that the data distribution is fairly good. All of the data analyzed came from 70 respondents, so there is no missing data.

Normality Test

Tabel 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	70
Normal	.0000000
Parameters ^{a,b}	2.59224265
Most Extreme	.100
Differences	.042
	-.100
Test Statistic	.100
Asymp. Sig. (2-tailed)	.082 ^c

a. Test distribution is Normal. b. Calculated from data.

c. Lilliefors Significance Correction

Based on the results of the Kolmogorov-Smirnov normality test in the table above, the probability value p, or Asymp. Sig. (2-tailed), is 0.082. Because the probability value p of 0.082 is greater than the significance level of 0.05, this means the assumption of normality is met, or in other words, the data is normally distributed.

Uji Multikolinieritas

Tabel 4. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.787	3.15		.250	.804		
X1	.035	.147	.021	.238	.812	.418	2.393
X2	.597	.105	.608	5.670	.000	.289	3.461
X3	.330	.105	.303	3.132	.003	.355	2.820

a. Dependent Variable: Kinerja Karyawan

Based on the output above, it can be seen that the Tolerance and VIF values for the talent management variable (X1) are 0.418 and 2.393, respectively. For variable X2, the Tolerance value is 0.289 and the VIF value is 3.461. For the human resource auditing variable, the Tolerance value is 0.355 and the VIF value is 2.280. It can therefore be concluded that the Tolerance and VIF values for each independent variable indicate no multicollinearity problem, since the Tolerance value for each independent variable is > 0.010 and the VIF value for each independent variable is < 10 . Based on these results, it can be concluded that the data is suitable for further testing.

Heteroscedasticity Test

Tabel 5. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.549	1.988		.780	.438
X1	.032	.093	.066	.348	.729
X2	-.044	.066	-.152	-.669	.506
X3	.040	.066	.125	.608	.545

a. Dependent Variable: ABS_RES

The probability (significance) value for the Talent Management variable (X1) is 0.729, for the Human Resource Planning variable (X2) it is 0.506, and for the Human Resource Auditing variable (X3) it is 0.545. Because the probability (significance) values for all independent variables are greater than the significance level of 0.05 (5%), it can be concluded that the assumption

of homoscedasticity is met, meaning there is no heteroscedasticity in the research data. The analysis can therefore proceed to the hypothesis-testing stage.

Multiple Linear Regression Test

Tabel 6. Multiple Linear Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.787	3.155		.250	.804
X1	.035	.147	.021	.238	.812
X2	.597	.105	.608	5.670	.000
X3	.33	.105	.303	3.132	.003

a. Dependent Variable: Kinerja Karyawan

Based on the results of the multiple linear regression analysis, a constant value of 0.787 was obtained. The regression coefficient for the talent management variable (X1) is 0.035, for human resource planning (X2) is 0.597, and for human resource auditing (X3) is 0.330. The resulting regression equation is:

$$Y = 0.787 + 0.035X_1 + 0.597X_2 + 0.330X_3 + e$$

This equation shows that all three independent variables have positive regression coefficients. This means that increases in talent management, human resource planning, and human resource auditing will improve employee performance, assuming other variables remain constant.

T-Test (Partial)

Table 7. T-Test (Partial) Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.787	3.155		.250	.804
X1	.035	.147	.021	.238	.812
X2	.597	.105	.608	5.670	.000
X3	.330	.105	.303	3.132	.003

. Dependent Variable: Kinerja Karyawan

Based on the results of the t-test, the talent management variable (X1) has a significance value of 0.812 (> 0.05) and a calculated t-value of 0.238 $<$ t-table 1.668, so it has no significant partial effect on employee performance (H_1 rejected). The human resource planning variable (X2) has a significance value of 0.000 (< 0.05) and a calculated t-value of 5.670 $>$ t-table 1.668, so it has a significant partial effect on employee performance (H_2 accepted). Furthermore, the human resource auditing variable (X3) has a significance value of 0.003 (< 0.05) and a calculated t-value of 3.132 $>$ t-table 1.668, so it has a significant partial effect on employee performance (H_3 accepted).

F-Test (Simultaneous)**Table 8. F-Test (Simultaneous) Results**
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1654.682	3	551.561	78.512	.000 ^b
Residual	463.661	66	7.025		
Total	2118.343	69			

a. Dependent Variable: Kinerja Karyawan

Based on the results of the F-test in the table above, the following information is obtained: the significance value tested is $0.000 < 0.05$, meaning that variables X1, X2, and X3 simultaneously have an effect on variable Y.

Coefficient of Determination Test**Table 9. Coefficient of Determination Test Results**
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.781	.771	2.65050

Predictors: (Constant), Audit Sumber Daya Manusia, Manajemen Talenta, Perencanaan Sumber Daya Manusia

Based on the table above, it is known that the Adjusted R-Square value is 0.771, meaning that all the independent variables (Talent Management, Human Resource Planning, and Human Resource Auditing) can influence the dependent variable, employee performance, by 77.1%, while the remaining 22.9% is influenced by other variables.

4.2 Discussion**The Effect of Talent Management on Employee Performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan**

Talent management is one of the strategies companies use to manage, develop, and retain employees who have potential and competence so that they can make an optimal contribution to the company. The implementation of talent management is carried out through capability-development processes, training, appropriate job placement, and the provision of career-development opportunities to employees.

Based on the results of the t-test in the table, it can be seen that the talent management variable has a significance value of 0.812, which is greater than the significance level of 0.05. Meanwhile, the calculated t-value obtained is $0.238 < t\text{-table} (1.668)$. Based on this, it can be said that H1 is rejected and H0 is accepted, meaning that the Talent Management variable has no significant partial effect on the Employee Performance variable.

The results of this study indicate that the talent management implemented by the company has not been able to have a significant effect on improving employee performance. This can be caused by several factors, such as the implementation of the talent management program not yet being optimal, insufficient development of employee competencies, or career-development

opportunities not yet being evenly distributed among all employees.

These findings indicate that talent management has not been able to influence employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan. This condition may be caused by the nature of the work, which is more oriented toward carrying out operational tasks in accordance with standard operating procedures (SOPs), so that performance achievement is more influenced by workforce-needs planning, discipline, work experience, and work supervision than by talent-development programs. In addition, if the processes of identifying, developing, and placing talent have not been implemented comprehensively for all employees, the benefits of talent management for improving performance cannot yet be felt optimally.

The results of this study can be linked to the Resource-Based View (RBV) theory developed by Jay B. Barney. RBV theory explains that human resources are a company's strategic asset that can create competitive advantage when managed optimally (David, 2011). However, in this study, talent management has not been able to have a significant effect on employee performance. If human resource management has not yet been carried out effectively, those resources cannot yet make a maximum contribution to improving employee performance. Therefore, the talent management implemented by the company needs to be carried out more optimally so that it can improve employee quality and productivity.

Thus, the results of this study do not contradict the Resource-Based View (RBV); rather, they indicate that the company has not yet fully met the conditions described by that theory. RBV emphasizes that human resources will become a competitive advantage if they have strategic value, are difficult to imitate, and are managed effectively. Therefore, the lack of a significant effect of talent management on performance indicates that the company's human resource potential has not yet been fully optimized as a source of competitive advantage.

In addition, the results of this study can also be linked to Human Capital Management (HCM) theory, which views human resources as an organization's primary asset that needs to be developed through education, training, experience, and competency development. This theory explains that investment in human resources will have an impact on improving employee productivity and performance (Hassan et al., 2016). However, the results of the study show that talent management has no significant effect on employee performance. These findings indicate that the company's investment in talent management may not yet be carried out consistently or may not yet reach all employees, so that the expected increase in competency has not yet had a real impact on performance. Thus, the results of this study do not contradict Human Capital Management theory, but rather indicate that the implementation of human resource development at the company has not been fully able to optimize employees' potential as valuable human capital for the organization.

The results of this study are in line with research conducted by Tesa Ivana and Faisal Marzuki, which shows that the talent management variable has no significant effect on employee performance (Ivana & Marzuki, 2023). This similarity in results indicates that the existence of a talent management program alone is not sufficient to improve employee performance if its implementation has not been carried out effectively and has not been able to optimally develop employee competencies.

The Effect of Human Resource Planning on Employee Performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan

Human resource planning is the process of accurately determining a company's workforce needs, in terms of quantity, quality, and job placement, in order to support the achievement of organizational goals. Human resource planning is carried out so that the company can place employees according to their abilities and job requirements, thereby improving the effectiveness and efficiency of employees' work.

Based on the results of the t-test in the table, it can be seen that the human resource planning variable has a significance value of 0.000, which is smaller than the significance value of 0.05. Meanwhile, the calculated t-value is $5.670 > t\text{-table} (1.668)$. Based on this, H2 is accepted, meaning that the Human Resource Planning variable has a partial effect on the Employee Performance variable.

These test results reveal that human resource planning is one of the factors that plays a role in improving employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan. This indicates that the workforce-needs planning carried out by the company has been able to support employee placement in accordance with their competencies and job requirements. With good planning, work becomes more focused, task division becomes clearer, and the use of human resources becomes more effective, which has an impact on improving employee performance.

Human resource planning plays an important role in improving employee performance in the plantation sector. Well-executed human resource planning helps companies determine workforce needs, place employees according to their competencies, and develop employees' work abilities. In the plantation sector, the availability of skilled human resources that match job requirements is essential for supporting smooth company operations.

These findings indicate that the human resource planning implemented at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan has been able to support the execution of work in a more focused manner. Workforce-needs planning that matches the company's operational conditions allows employee placement to be based on job requirements, so that each employee can carry out their duties according to their competencies. This condition has an impact on improving work effectiveness, reducing job-placement mismatches, and supporting the achievement of the work targets set by the company.

These findings essentially reinforce the integration of various management theoretical frameworks, as the results obtained are highly consistent with Jay B. Barney's Resource-Based View (RBV), which asserts that human resources are a unique strategic asset capable of creating long-term competitive advantage for a company when managed with precision (David, 2011). In the plantation sector, clarity of targets and division of labor is very important for supporting smooth company operations. With good human resource planning, employees can work more effectively, in a disciplined manner, and productively, so that they can make a maximum contribution to achieving company goals.

The results of this study are also supported by research conducted by Hasya Acika Zulfira and Lasti Yossi Hastini, which shows that the HR planning variable has a positive and significant effect on employee performance (Noor et al., 2023). This study's results are also supported by Steven Jonathan and Fidellis Wato Tholok, who found that HR planning has a positive and significant effect on employee performance (Zulfira & Hastini, 2025). The similarity of these results indicates that systematically conducted human resource planning plays an important role in improving employee performance. This is because HR planning is able to ensure alignment between organizational needs and employee competencies, so that workforce placement becomes more precise, work execution is more effective, and organizational goals can be achieved optimally.

The Effect of Human Resource Auditing on Employee Performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan

Human resource auditing is a process of evaluating the implementation of HR functions within a company to determine whether the activities carried out have run effectively and in accordance with organizational goals. Human resource auditing is carried out to assess the implementation of activities such as recruitment, training, development, performance appraisal, and the company's policies in managing its workforce.

Based on the results of the t-test in the table, it can be seen that the Human Resource Auditing variable has a significance value of 0.003, which is smaller than the significance level of 0.05. Meanwhile, the calculated t-value is $3.132 > t\text{-table} (1.668)$. Based on this, hypothesis H3 is accepted, meaning that the Human Resource Auditing variable has a partial effect on the Employee Performance variable.

The results of this study explain that human resource auditing is one of the factors that contributes to improving employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan. This indicates that the implementation of HR audits has helped the company evaluate the effectiveness of HR function implementation, such as employee placement, training implementation, performance appraisal, and compliance with company policy. Through this evaluation process, the company can identify various weaknesses in human resource management and take prompt corrective action.

Thus, human resource auditing does not only function as a supervisory tool, but also as a basis for improving the effectiveness of employee management, thereby driving improvements in performance. In plantation companies, the implementation of human resource auditing is important because operational activities involve many employees with a wide variety of assigned tasks. Regular evaluation therefore helps the company ensure that every HR function has been carried out in accordance with operational standards and organizational goals.

These findings are closely related to Human Capital Management (HCM) Theory, which positions human resources as a strategic asset that requires continuous development and evaluation (Hassan et al., 2016). At PT Perkebunan Nusantara I Regional 5 Ajong Gayasan, HR auditing serves as an evaluative instrument for monitoring performance, discipline levels, and the accuracy of staff placement based on the operational needs of the plantation industry. Through this regular monitoring, management is able to identify gaps in workforce management at an early stage and initiate accurate corrective measures, which in turn effectively drives improvements in employee quality and productivity.

These findings are also consistent with Goal Setting Theory, developed by Edwin Locke, which emphasizes that setting specific work targets, accompanied by systematic evaluation and feedback, is a key stimulant for individual motivation and performance (Noor et al., 2023). In this context, human resource auditing serves as a crucial supervisory and evaluative instrument. Through auditing, the company is able to provide clarity regarding work targets and professional responsibilities, so that employees have a more precise direction for achieving organizational goals.

The results of this study are in line with research conducted by Adang dan Wijoyo, which shows that human resource management auditing has a positive and significant effect on employee performance (Adang & Wijoyo, 2022). In addition, research by Ilham Rachdiansyah and Joni also shows that human resource management auditing is able to improve employees' work effectiveness, productivity, and professionalism (Rachdiansyah & Tesmanto, 2021). The similarity of these results indicates that human resource auditing is an important instrument in improving employee performance. Systematically conducted audits enable companies to evaluate the effectiveness of HR functions, identify problems in workforce management, and take continuous corrective action. Therefore, the more effectively human resource auditing is implemented, the greater the company's opportunity to improve the quality of its employees' performance.

The Simultaneous Effect of Talent Management, Human Resource Planning, and Human Resource Auditing on Employee Performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan

The results of this study show that talent management, human resource planning, and human resource auditing simultaneously have a positive effect on

employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan. Based on the calculation results using SPSS, the significance value tested is $0.000 < 0.05$, which means H4 is accepted. It can therefore be concluded that talent management, human resource planning, and human resource auditing together have a positive and significant effect on the employee performance of PT Perkebunan Nusantara I Regional 5 Ajong Gayasan.

In addition, the coefficient of determination results (Adjusted R Square) show a value of 0.771, meaning that the ability of the talent management, human resource planning, and human resource auditing variables to influence employee performance at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan is 77.1%, while the remaining 22.9% is influenced by other factors. This indicates that the better a company's management of talent management, human resource planning, and human resource auditing, the more employee performance improves.

5. Conclusion and Suggestions

Conclusion

Based on the results of the study, it can be concluded that, partially, talent management (X1) has no significant effect on employee performance (Y) at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan. In contrast, human resource planning (X2) and human resource auditing (X3) are proven to have a significant effect on employee performance. Simultaneously, talent management (X1), human resource planning (X2), and human resource auditing (X3) have a significant effect on employee performance (Y). These findings indicate that improvements in employee performance are more strongly influenced by the effectiveness of HR planning and the implementation of HR audits, supported by integrated human resource management.

The results of this study imply that companies need to prioritize the development of human resource planning that matches organizational needs, and to conduct regular HR audits to ensure the effectiveness of employee management. In addition, talent management programs need to be evaluated and refined so that they can make a more tangible contribution to improving employee performance.

This study has limitations because it was conducted only at PT Perkebunan Nusantara I Regional 5 Ajong Gayasan with a limited number of respondents, so the results cannot yet be generalized to other companies or sectors. In addition, this study only used three independent variables talent management, human resource planning, and human resource auditing so there may be other factors that potentially influence employee performance that were not examined.

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