THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, TALENT MANAGEMENT AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE IN THE PERSONNEL DEPARTMENT OF THE DIRECTORATE GENERAL OF FOOD CROPS, MINISTRY OF AGRICULTURE IN JAKARTA

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Abstract:
This study aims to determine and analyze the influence of Transformational Leadership, Talent Management and Work Placements on Employee Performance in the Personnel Division of the Directorate General of Food Crops, Ministry of Agriculture in Jakarta. This type of research uses descriptive quantitative methods and inferential analysis using primary data in the form of a closed questionnaire to 100 respondents and multiple linear regression analysis data to test the research hypothesis. The results showed that Transformational Leadership, Talent Management and Job Placement simultaneously had a positive and significant effect effect on employee performance. In an effort to improve employee performance, the Personnel of the Directorate General of Food Crops, Ministry of Agriculturein Jakarta needs to pay attention and know what the problem is because it can be used as a basis for evaluating weaknesses and maintaining employee effectiveness through Transformational Leadership, Talent Management and Good Work Placements.

Keywords: *Transformational Leadership, Talent Management and Performance Employees*

INTRODUCTION

Something organization can endure And develop If have extraordinary abilities, so that they are able to compete well in country and globally. In globalization there is no longer any conflict between countries so that workers from another country can work in any country. Matter This make competition power Work the more strict, thereby Also with progress technology information Which the more advanced, demand workforce for own competence and performance the good one. There is even variables that influence employee performance such as leadership transformational, talent management, job placement and employee performance. Development which is increasing increase For moment This more focused to economic growth, which is measured by the level of human living needs at each country the more develop (Denni et al., 2015).

HR (Human resources are the main key in a company organization, which is very necessary to achieve organizational goals. So from That, organization very need employee Which perform high so that it can achieve a goal within the organization. High performance is an organizational target in order to realize the vision and mission an organization. Apart from that, it is the most important aspect in determining a profit Organizations really need useful contributions to achieve goals organization. The important role of human resources in achieving goals organization must balanced with performance Which owned by somebody. This means that human resource capabilities must be truly tested so that capable carry out task Which given to employee And produce results Which perfect Good in a way quantity Want to even the quality. Lots of it factor Which influence success or failure of an organization to achieve a goal in adapting self with development environment And Also For maintain continuity life. Yuni. (2021) say that so achieve performance Which Good so source Power man sued For own knowledge, skills, work experience, work discipline and enthusiasm work will have an impact on employee and organizational performance so that achieving a goal organization.

Come on, (2015) in Mega, at al, (2020) say that Transformational leadership is the way a boss delegates authority work to subordinate. Mega, at al, (2020) in His research found that transformational leadership had an influence on employee performance. The main concepts used in this research that is use theory from Avolio, Bass, & Jung, (1999) in Mega, at al, (2020). Avolio, Bass, & Jung, (1999), transformational leadership the first four main dimensions, ideal influence (attributes and behavior) reflects an exemplary boss who can be a role model for subordinates, sets standards of behavior which is good and has vision The organization's mission is clear, so that subordinates have confidence Which full to his superior. Which second, *motivation inspirational* leader which reflects wise words according to the vision and mission are created through words, symbols and have good imagery inspiring to his subordinates. Which third, stimulation intellectual reflects a leader who has a view of subordinates about problem something problem Which There is in in A organization And taking into account various opinions from subordinates in making decisions something decision. Which fourth, leadership transformational Which reflect leader Which always involved in consider decision para his subordinates And own attention to every his subordinates Which related with need And try For And try For make sure their abilities growing.

A person's talent or ability is an ability Which owned every person And also has a process in place to identify, develop, retain and place the right people according to their abilities. Apart from ability, knowledge is also a supporting factor in preparing quality and competitive human resources. With growing progress, global competition encourages

organizations to continue to improve the performance of their employees. Research conducted by Saputra et al., (2020), Nisa, (2016) and Saputra et al., (2020) shows that talent has a significant influence on employee performance.

Workforce placement is very important for organizations to recruit employees according to their abilities and positioned according to each person's abilities. To fill existing positions in an organization, it is very necessary to place the right people in the right positions (the right man on the right place and the right man behind the right job). So, to get a good workforce now and in the future, personnel management must have the right people in the right place because this can affect the employee's development and mental and subsequent skills which can improve employee performance (Al Avisena, 2016).

Employee performance is good if it is balanced with a person's performance and also supports the organization in terms of it. An institution that always prioritizes its human resources is an organization that cares about its employees and superiors in the organization must be able to balance integration with their subordinates, including in fostering cooperation, directing and motivating the work spirit of employees so that they can foster maximum employee performance. Having complete facilities in the workplace increases employee morale and so does the presence of reliable transformational leadership, good talent management and appropriate employee work placement in their fields.

Every organization is required to improve its performance. Like other organizations, the Ministry of Personnel Department in Jakarta is also not free from several problems faced in achieving its goals. In this organization, Transformational Leadership, Talent Management and Job Placement are really needed and can have an impact on continuously increasing the competitiveness of the organization.

This research focuses on the influence of transformational leadership, talent management, and work placement on employee performance in the Personnel Section of the Directorate General of Food Crops, Ministry of Agriculture in Jakarta. The problem formulation includes questions regarding the positive or negative impact of the three independent variables on employee performance. The research objectives include analyzing the influence of each variable, while its usefulness involves increasing the author's insight, evaluating organizations in HR management, and as a reference for similar research in the future. It is hoped that this study can make a significant contribution to increasing understanding regarding the factors that influence employee performance, with the hope of providing a basis for improving the quality of Human Resources at the Directorate General of Food Crops, Ministry of Agriculture in Jakarta.

RESEARCH METHODS

In this research, the research object was determined to be Employee Performance in the Personnel Section of the Directorate General of Food Crops, Ministry of Agriculture in Jakarta, which is influenced by Transformational Leadership, Talent Management, and Job Placement. Data was obtained through primary data sources using a questionnaire distributed to employees in that section. The type of data obtained is quantitative, and the data analysis technique involves descriptive and inferential analysis methods. The population of this study was 100 employees in the Civil Service Department, all of whom were taken as samples using the Non Probability Sampling sampling technique via saturated samples. Data collection techniques involve surveys, documentation, and questionnaires

with a measurement scale using a Likert Scale.

The operational definition and measurement of variables involves a dependent variable, namely Employee Performance (Y), and three independent variables, namely Transformational Leadership (X1), Talent Management (X2), and Job Placement (X3). Variable measurement uses a Likert Scale to assess aspects such as idealized influence-charisma, inspirational motivation, intellectual stimulation, individualized consideration, talent attraction, talent development, talent retention, as well as education, skills, abilities, physical and mental health in the context of these variables.

The analysis and hypothesis testing method involves multiple linear regression analysis with a regression equation model that includes the independent variables Transformational Leadership, Talent Management, and Job Placement on the dependent variable Employee Performance. Instrument testing involves testing the validity and reliability of the questionnaire. Classic assumption tests include the normality test, multicollinearity test, autocorrelation test, and heteroscedasticity test. The model feasibility test uses the F test to see the overall level of model feasibility and the coefficient of determination (R2) to measure the model's ability to explain variations in the dependent variable.

The t test hypothesis testing is carried out for each independent variable on the dependent variable. If the significant probability value is <0.05, the hypothesis is accepted, indicating that the independent variable has a significant effect on the dependent variable. Conversely, if the probability value is significant > 0.05, the hypothesis is rejected. Decision making also involves comparing the calculated t and t table values to determine the significant influence of the independent variable on the dependent variable.

RESULTS AND DISCUSSION

Results Study

1. **Descriptive Data Study**

   From collection data questionnaire results answer respondent, with sample that is 100 respondents In the Staffing Directorate General Plant Food Ministry Agriculture In Jakarta. Testing donewith using the help of the SPSS 25 program.

2. **Characteristics Respondent**

   To get an overview of the respondent data in the research Next, several criteria will be found from respondents such as type gender, age, highest level of education and length of service of existing employees In the staffing Directorate general plant food Ministry agriculture in Jakarta.

   Collection data used For needs as material analysiswith consider situation condition in the field Which researched, so in taking sample, This addressed to 100 person employee. This research uses data collection methods through distribution questionnaire Which will submitted to employee in part staffing Directorate general plant Ministry of Food agriculture in Jakarta.

3. **Results Complete Estimate Study**

   a. **Method Analysis Data**

   1) Analysis Data Descriptive

   The results of descriptive statistical tests were carried out by researchers to determine the value average total mean and total grand mean for each variable will explained on variable independent in study This is Leadership Transformational (X1), Management Talent (X2) And Job Placement (X3), while the dependent

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variable in this study, that is Performance Employee (Y).

a) Descriptive Data variable Leadership Transformational

Leadership Transformational is leader Which own commitment, have vision mission organization Which clear And Can generating environmental change where such change is capable transform into the organization, pioneering change And awaken motivation, inspiration, innovation to employee so that change in performance management the more increase, own courage And not quite enough answer as a leader Which Can steering the organization in a more positive direction. Data analysis was carried out with do calculation statistics use tool help programSPSS 25 as follows:

Table 1. Average Mean and Total Mean Leadership Transformational (X1)

No	Question/statement	Mean
1 .	The leader who charismatic can be role model.	4.33
2 .	Leader Which motivating can be inspiration	4.52
3 .	Leadership needs to have intellectual Which Good or insight Which wide	4.52
4.	Leader need respect subordinates' opinions and providesolution Which Good.	4.56
otal mean LeadershipTransformational		**17.93**

Source : Data Processed Year 2022

Based on Table 1 obtained from results spread questionnaire get perception answer to variable Leadership Transformational with acquisition mean smallest with mark 4.33 And acquisition mean biggest with value 4.56 with overall earnings average total mean 17.93.

b) Descriptive Data Variable Management Talent

Management Talent is aspect important in organization Which related to the governance of organizational members with the aim of forming as well as getting the best talent to fill the positions in accordance with talent Which someone owns in the institution.

Table 2. Average Mean and Total Mean Management Talent (X2)

No	Question	Mean
1 .	Work Which interested will become attractiveness in carrying out work.	4.36
2 .	Employee Which achievement always Study to develop abilities Which There is in him.	4.24
3 .	Ability which There is in the self Wemust guarded And developed.	4.50
Flat- flat total mean Management Talent		**13,10**

Source : Data Processed Year 2022

Based on Table 2 in get from results spread questionnaire get perceptions of answers to the Talent Management variable by acquisition mean smallest

4.24 And acquisition mean biggest 4.50 with whole average total mean 13.10.

c) Descriptive Data Variable Placement Work

Work Placement is an activity carried out for deciding whether or not an employee is appropriately placed in a position certain in a organization.

Table 3. Average Mean And Total Mean Placement Work (X3)

No	Question	Mean
1 .	The employee's job position is appropriate with background behind education which are owned	3.90
2 .	Skills Work Which employee owned very determine positionin Work	4.19
3 .	Ability Which Good to complete responsibilities work considered very important	4.47
4 .	Appropriate work placement for employees with ability physique And psychological	3.98
Average total mean Placement Work		**16.54**

Source : Data Processed Year 2022

Based on Table 3 obtained from results spread questionnaire get perceptions of answers to the Job Placement variable with acquisition mean smallest 3.90 And acquisition mean biggest 4.47 with whole average total mean 16.54.

d) Descriptive Data Variable Performance Employee

Performance employee is something activity Which has achieved by employee nor a crowd person Which synchronous with rule work and their respective responsibilities. Employee performance is more focused work achievement, namely quality, quantity, time discipline and good attitude always supportive of each other. The table below is the average result total Mean Performance Employee.

Table 4. Average Mean And Total Mean Performance Employee (Y)

No	Question	Mean
1 .	Work Which quality must be completed in accordance with guidequality	4.18
2 .	Employee must have the ability to complete the task charged to her.	4.31
3 .	Employee must always finish work with appropriate time appropriate with provision Which applies.	4.29
4 .	Employees in carrying out his job must use that time effective.	4.34
5 .	Employee must can carry out his work without wait order.	4.17
6 .	Employee No can refuse work Which chargedto her.	3.97
Average Total Mean Employee Performance		**25,26**

Source : Data processed in 2022

Based on Table 5 obtained from results spread questionnaire get perceptions of answers to Employee Performance variables with acquisition mean smallest with mark 3.97 And acquisition mean biggest with value 4.34 with whole average total mean 25.26.

b. Analysis Test Instrument

Research instrument test analysis includes validity and reliability tests. The validity test was carried out by comparing rcount and rtable using 100 respondents and alpha 0.05. All question items from the variables transformational leadership, talent management, job placement, and employee performance are considered valid because rcount > rtable (0.196). The reliability test uses the Cronbach Alpha method, with reliability values for the four variables above 0.6, indicating that the research instrument can be considered reliable. The results of this analysis provide confidence that the research instrument has the accuracy, validity and consistency required for regression analysis.

c. Classical Assumption Test Analysis

Instrument test analysis involves normality tests, multicollinearity tests, autocorrelation tests, and heteroscedasticity tests. The normality test using the Kolmogorov – Smirnov test shows that the research variable data is normally distributed (Asymp. Sig. = 0.134 > 0.05). The multicollinearity test produces VIF and Tolerance values for the variables transformational leadership, talent management, and job placement, indicating that there is no multicollinearity in the regression model. The autocorrelation test with Durbin Watson shows a value of 2.410, which is between the upper and lower limits, concluding that there is no autocorrelation in the model. The heteroscedasticity test using the Glejser test shows that the regression model does not experience heteroscedasticity because the significant values for the three independent variables (Transformational Leadership, Talent Management, Job Placement) are greater than 0.05. These results support the validity and reliability of the regression model for further analysis.

d. Method Analysis

1) Analysis Regression Linear Multiple

Analysis regression linear multiple is model analysis Which discuss about so far where influence variable independent like leadership transformational, talent management and job placement against variables dependent, namely employee performance. In calculating linear regression coefficients multiples in this research using the help of the SPSS 25 program, results analysis regression multiple linear can seen on table below This :

Table 5. Results Regression Linear Multiple

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,099	1,195		3,430	,001
Leadership Transformational	,113	,110	,088	1,019	,311

Management Talent	,640	,162	,370	3,963	,000
Placement Work	,650	,092	,501	7,080	,000

a. Dependent variables : Performance Employee

Source : Data processed in 2022

From results table 5 on, so can formed model equality regression multiple linear as explained under This :

Regression Linear Theory

$Y = b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

Regression Linear Study

KP = 0.088 X1 + 0.370 X2 + 0.501 X3

From the results of the multiple linear regression equation above, the model is: own the conclusion that is :

a) Regression coefficient on the transformational leadership variable in The regression equation shows 0.088 and the significant value is 0.311 can interpreted If leadership transformational experience increase one by one, so performance employee will experience enhancement as big as 0.088 with assumption variable free other own mark still. Enhancement on leadership transformational given to every employee will be increase performance employee.

b) Regression coefficient on the talent management variable in Eq The regression shows a value of 0.370 and a significant value of 0.000, so you can means that talent management experiences a one-unit increase, then employee performance will increase by 0.370 with assumption variable free other own mark still. Improvements in talent management provided to each employee can improve performance employees too.

c) Regression coefficient on the job placement variable in equation The regression shows a value of 0.501 and a significant value of 0.000, so you can interpreted If placement Work experience increase one by one, then employee performance will experience an increase of 0.501 with assumption variable free other own mark still. Enhancement on placement Work Which given to every employee willimpact on performance improvement his employees.

e. Analysis Test Appropriateness Model

1) Test Simultaneous (F test)

The F test is used to test the significance of the influence of the independent variables namely leadership (X1), talent management (X2) and job placement (X3) on the dependent variable, namely employee performance (Y). The F test is used For test whole variable independent. Testing done with use level significant as big as 0.05 (q=0.5%). As forresults test can be seen at table below :

Table 6.Results Test F

ANOVA [a]

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	1400,139	3	466,713	112,829	,000 [b]

Residual	397,101	96	4,136	
Total	1797,240	99		

Dependent Variables: Performance Employee

b. Predictors: (Constant), Leadership transformational, Management Talent, Job Placement

Source : Data processed in 2022

Based on the F test results in table 4.17, it can be explained that the F value count as big as 112,829 with a significant level 0,000. Mark F table obtained from mark degrees free df (residual) that is 3.11 on level confidence 5% (q=0.05). Because mark F count more big from F table (112.829 > 3.11) with a significance level of 0.000 < 0.05. Therefore can concluded that variable independent that is Leadership transformational, Management Talent, And Placement Work own influence Which The same significant to variable dependent that is Performance Employee.

2) Test Coefficient of Determination (R^2)

The coefficient of determination test (R^2) is a measuring tool used to determine the accuracy of the analytical model created. The higher it is The Adjust R Square value is better for the independent variables in explain variable dependent. Mark coefficient determination 0% until 100%. Mark coefficient determination approach 100% show transformational leadership, talent management and job placement give information Which needed For predict variance from employee performance. The results of the coefficient of determination test (R2) can be seen on Table 4.18:

Table 7. Results Test Coefficient Determination (R^2)Model Summary [b]

Model	R	R Square	Adjusted	Std. Error Of the Estimate
1	,883 [a]	,779	,772	2,034

a. Predictors: (Constant), Transformational Leadership, Management Talent, Dependent Work Placement Variable: Performance Employee

Source : Data Processed Year 2022

From the results Table 8 above, the Adjusted R Square is 0.772 or 77.2% It means variable performance employee influenced by Leadership variable transformational, Management Talent And Placement Work. Meanwhile, the remaining 22.8% is influenced by other outside variables model regression Which researched by the author.

3) Hypothesis Testing (T Test)

The t test, namely the partial regression coefficient, is used to find out whether partially each independent variable has a positive effect And significant to variable dependent. Test This use level significant 0.05 and 2-way. This hypothesis test is carried out by searching T test statistics with criteria for comparing calculated t values and t table . Following results data processing using program assistance SPSS 25 :

Table 9. Results Test Q

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,099	1,195		3,430	,001
Leadership Transformational	,133	,110	,088	1,019	,311
Management Talent	,640	,162	,370	3,963	,000
Placement Work	,650	,092	,501	7,080	,000
a. Dependent Variables: Performance Employee					

Source : Data Processed Year 2022

Based on Table 9 on, can concluded as following :

a) Testing hypothesis variable Leadership Transformational to performance employee obtain mark t $_{count}$ leadership transformational amount 1,019 with level significant 0.311, whereas mark t table with df = nk-1 (100 – 3 – 1 = 96), a significant level of 0.05 is obtained figure 1,984. Because the calculated t value > t table (1.019 > 1.984) then, Ho is rejected And Ha _ accepted, so that can concluded that Leadership Transformational influential positive And real to Performance Employee.

b) Testing hypothesis variable Management Talent to Performance Employees get a calculated t value Talent Management amounted to 3,963 > 1.984 t table with a significant level of 0.000 < 0.05 then Ho is rejected and Ha accepted, so can concluded Management Talent influential positive and real on Performance Employee.

c) Hypothesis testing of Job Placement variables on Employee Performance obtain the calculated t value Job Placement is 7,080 > 1,984 t table with a significance level of 0.000 < 0.05 then Ho is rejected and Ha is accepted, so it can be concluded that Job Placement has a positive effect and real on Performance Employee.

Discussion

A. The Influence of Transformational Leadership on Employee Performance Based on results test hypothesis Which has done, can is known

That Transformational Leadership has a positive and significant effect to Performance Employee In the Staffing Directorate General Plant Food Ministry Agriculture In Jakarta. Results testing hypothesis has a value of 1.019 with a significance level below 0.05, namely as big as 0.311 can explained that Leadership Transformational influential positive And significant to Performance Employee In the Staffing. This shows that Transformational Leadership have effort big in influence employee in frame achieve the institutional goals set by the Ministry of Agriculture In Jakarta. Matter This also proven with value the coefficient is 0.088. Results answer respondents to questionnaire Which has given by writer with indicator Idealized Influence-Charisma (Influence Ideal), Ispirational Motivation (Inspirational Motivation), Intellectual Stimulation (Stimulation Intellectual) And Individualized Consideration (Consideration Individual) show that part big respondents agree to Transformational Leadership has a positive and significant effect on Employee Performance. So Transformational Leadership in space The scope of work must be closely considered by the institution. Results of this research in accordance with study previous according to (Mondiani, 2012), Where Leadership Transformational

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influential positive And significant to Performance Employee.

B. The Influence of Talent Management on Employee Performance

Based on results test hypothesis Which has done, can is known that Management Talent influential positive And significant to Performance Employee In the Staffing Directorate General Plant Ministry of Agriculture Food in Jakarta. Hypothesis testing results have The value is 3,963 with a significance level of 0.05, which is 0.000 it is explained that Talent Management has a positive and significant effect to Performance Employee In the Staffing. Matter This show that Talent Management makes employees compete for always develop their talents and abilities and also be active For Work And This done sake achieved objective Which has set by Ministry Agriculture In Jakarta. Matter This Also proven with a coefficient value of 0.370. The results of respondents' answers to questionnaire that has been given by the author with the Attractiveness indicator talent, Development talent And Retention talent show that part big respondents agree to Management Talent so that has a positive and significant effect on employee performance. Research result This in accordance with study previous according to (Loyal Kusmana, 2016), Where Management Talent influential positive And significant to Performance Employee.

C. The Effect of Job Placement on Employee Performance

Based on results test hypothesis Which has done, can is known that Job Placement has a positive and significant effect on Performance Employee In the Staffing Directorate General Plant Food Ministry of Agriculture in Jakarta. The results of hypothesis testing have value 7,080 with level significant under 0.05, that is as big as 0,000 can explained that Placement Work influential positive And significant to Performance Employee In the Staffing. Matter This show that Job Placement is factor basics of an employee For deciding whether or not someone is appropriate to be placed in a certain position And This done sake achieved objective Which has set by Ministry Agriculture In Jakarta. Matter This Also proven with mark the coefficient as big as 0.501. Results answer respondents to questionnaire which has been provided by the author with indicators of Education, Skills, Ability and Physical and Mental Health show that in part big respondents agree to Placement Work so that influential positive and significant on employee performance. The results of this study are appropriate with previous research according to (Mansur, 2017), where placement Work influential positive and significant to Performance Employee.

CONCLUSION

Based on the results of research regarding the influence of Transformational Leadership, Talent Management, and Job Placement on Employee Performance in the Personnel Section of the Directorate General of Food Crops, Ministry of Agriculture in Jakarta, it can be concluded that these three factors have a positive and significant influence on employee performance. The results of hypothesis testing show that Transformational Leadership, Talent Management and Job Placement in this section are appropriate and have a positive impact on employee work performance. The implication is that the implementation of effective leadership, talent management and job placement practices can be a strategy that has the potential to improve employee performance in the organizational environment.

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