

JOB STRESS, JOB SATISFACTION: THE NEED FOR TALENT MANAGEMENT IN CONTEMPORARY HUMAN RESOURCE PRACTICES

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JOB STRESS, JOB SATISFACTION: THE NEED FOR TALENT MANAGEMENT IN CONTEMPORARY HUMAN RESOURCE PRACTICES

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ABSTRACT

Work stress caused by the Covid-19 pandemic that hit various regions has brought about various organizational changes in formulating and implementing policies related to HR practices. Job satisfaction is something that must be considered, because this is certainly inseparable from external factors that force organizations to change their policies, especially the implementation of government regulations related to restrictions on community and business activities, the obligation to implement health protocols and the obligation to work from home for companies. This pandemic condition has also forced companies to reduce their employees so that employees are overshadowed by work stress. The pandemic has again become a kind of natural selection for companies to restructure their management and human resources. However, as shown in the results of this study, these difficult conditions also made the company aware of the importance of considerations related to external factors and the need for implementing talent management in the context of HR practices. The study used a mixed method involving company leaders as resource persons and a survey of employees of the company PT. Promosindo Medika, found that external factors and talent management have an influence and contribution to the company's HR practices in the midst of a pandemic.

Keywords: External Factors, Talent Management, HR Practices, Covid-19 Pandemic.

INTRODUCTION

The Covid-19 pandemic hit various world regions has not yet ended completely. Several countries in Europe have even experienced a fairly high spike in cases when countries in Asia, such as Indonesia, have begun to succeed in reducing the rate of the virus's spread (Mayer & Lewis, 2020; Ling et al., 2021). Epidemiologists predict that this virus will continue to mutate and will not disappear shortly. Therefore, like various types of viruses and other infectious diseases, people must be able to live side by side with COVID-19 while adapting to the various life changes it causes (Viera et al., 2020; Muhyiddin & Nugroho, 2021).

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The problem then is that the demand to adapt to the various changes caused by the pandemic is never easy. In the context of work and business in general, the Covid-19 pandemic has not only restricted companies from running their business as usual but also required the company's management to restructure business capital, reduce production, or search for other

alternatives to keep their business running (Donthu & Gustafsson, 2020; Chowdhury et al., 2020). This condition applies equally to companies, whether large, small, or medium scale. The main effect of this pandemic is that these companies must be able to make policies that change the overall business strategy and, in particular, change their human resource management practices (Carnevale & Hatak, 2020; Hamouche, 2021; Kurniawan et al., 2021).

A common condition faced by many companies during this pandemic is that they have to lay off their workers, especially because of regulations regarding activity restrictions issued by the government. These restrictions, in turn, impact the way the company manages its production structure, capital, or the way the company carries out its HR practices (Alonso et al., 2020; Ichsan et al., 2020). In some cases, especially when the government began to give concessions to the community to run their business again, the company did not immediately recall its workers. Instead, companies have to re-select by calling

in workers or human resources needed to carry out vital functions in the business (Gandasari & Dwidienawati, 2020; Calista et al., 2021). The pandemic seems to be a natural selection for companies to rearrange the structure of their workers and their HR practices.

Owner of PT. This change in HR practices is recognized by the owners of small and medium enterprises in Jakarta. Promosindo Medika, for example, acknowledged that the Pandemic condition forced the company to lay off many employees and leave only those who hold key roles in carrying out their duties and work within the company. In other words, the Pandemic condition, which still brings uncertainty to the business, has forced companies to apply the principles of effectiveness and efficiency in various aspects, especially by reducing the number of employees they have. In other cases, companies do for business effectiveness and efficiency to turn dependence on people into dependence on technology. Although it looks different, these companies, in practice, are reducing their employees and changing their HR practices (Porter & Kakabadse, 2006; Jajja et al., 2017).

The demand for HR practices to focus more on business effectiveness and efficiency has become a general business discourse and began to be implemented before the pandemic by many companies. This is also inseparable from the demands on business practices to start thinking about how to implement talent management for the effectiveness and efficiency of the business. Companies must start screening and re-selecting their workers, where only potential workers can be retained for future business interests (Basalamah et al., 2020; Sulastri, 2010a; Tetik, 2016). Therefore, when the pandemic becomes a natural selection for employee re-selection and changes in HR practices in many companies, this pandemic seems to be an opportunity for these companies to re-screen their workers, although for economic, legal-political, health, or social reasons.

The Covid-19 pandemic, in other words, has become a condition that encapsulates various external factors and causes for changes in HR practices carried out by many companies. The conditions in which companies must reduce their employees and select workers who are vital for business sustainability also further strengthen the demands for the application of

Talent Management in HR practices in the company concerned (Butterick & Charlwood, 2021; Burrell, 2021). The management must be aware that although the business world and the companies they run are experiencing a period of great profits, these conditions can change in an instant due to various factors that were not foreseen before, such as the current Covid-19 pandemic (Carnevale & Hatak, 2020; Kurniawan et al., 2021; Sulastri, 2010b). Therefore, applying the principles of effectiveness and efficiency in the HR practices, especially those based on the possibility of changes in business and human resource management that are influenced by various external factors and demands for the application of talent management, must be implemented from the start. In that way, companies can be better prepared to face changes in business situations due to unforeseen factors such as the Covid-19 pandemic (Al Aina & Atan, 2020; Silzer & Dowell, 2010; Tetik, 2016).

This study attempts to examine the influence of various external factors and the need for implementing talent management for more adaptive business continuity in the future, especially in dealing with bad business situations such as during the Covid-19 Pandemic, on HR practices. In particular, this study focuses on changes in HR practices carried out by PT. Promosindo Medika represents small and medium enterprises amid the Pandemic situation, which was also experienced by many other similar companies in the city of Jakarta.

LITERATURE REVIEW

Modern management theories generally view the external environment as important in organizational resilience and sustainability. The organization's ability to respond and adapt to various changes in the external environment can even become a strong capital for the organization's sustainable competitiveness (Tseng & Lee, 2014; Ulrich & Lake, 1991). However, understanding the various external factors and potential changes in the business environment is never easy. Companies need HR planning and HR practices that can predict changes by reading certain patterns, which must continue to be developed to take the necessary actions before these changes occur (Rameshbabu, 2018; Samwel, 2018). Therefore,

in the context of HR planning and practice, the ability to forecast is an important ability that the company must own because this ability affects HR practices and the achievement of business goals. However, in this regard, there is no consensus on external factors affecting the organization in general, nor HR practices in particular (Punia & Sharma, 2015; Singh & Dutch, 2014; Sparrow et al., 2004).

Various research results have shown that several external factors that influence the organization and HR practices, including economic factors (economic conditions of the community and the region, consumers' ability to buy, people's welfare), social and cultural (interaction patterns, demographics, people's interests and tastes), technological developments (artificial intelligence, production machines, information and communication technology, digital promotion), government policies (regulations, taxes, work, and labor regulations), political climate (interests of political actors, policies, security investment), and the environment (natural conditions, health, ecosystem) (Kuznetsova et al., 2017; Punia & Sharma, 2015; Singh & Dutch, 2014). However, this study in practice uses four main external factors, namely: economic factors, socio-cultural factors, technological factors, and legal-political factors, which are considered to have included various other external factors.

Talent Management can be seen as the company's efforts to identify, develop, recruit, engage, retain, and provide employment for potential employees to fulfill key positions that substantially impact the organization's sustainable profit (Gallardo & Thunnisse, 2016; Thunnissen, 2016). Talent management is an important concept in human resource management, especially because it poses a challenge for organizations to map and empower the potentials of their human resources to improve sustainable competitiveness in the future. This concept is important to apply in a narrower context because of the challenges of demographics and relocation of resources that hurt the availability of human resources needed by the organization (Gallardo et al., 2015; Svejnar, 2002). Although the need for implementing Talent Management has been widely recognized, this concept in practice has not been widely applied to organizations in

developing countries, especially in the Asian region (Skuzza et al., 2013; Latukha, 2015).

Talent Management does not have a standard definition or framework. Therefore, the Talent Management concept is mostly an anchor that gathers various perspectives and practices from human resource management, supply chain management, resource-based theory, and others. There are at least four types of approaches in implementing Talent Management: human approach, practical approach, position approach, and strategy approach (Sparrow & Makram, 2015; Jarvi & Khoreva, 2020). The need for a comprehensive application of Talent Management has led experts to develop Talent Management Systems (TMS), including core competency architecture and human resource management systems (Lewis & Heckman, 2006; Scullion & Collings, 2011).

Talent Management conceptually has several dimensions as its construct, including talent acquisition, assessment, development, and retention (Dessler, 2011; Dries, 2013). Talent management has practically been implemented in five specific areas: talent strategy, workforce planning and acquisitions, capability and performance development, leadership and potential development, and talent analysis (Human Capital Institute, 2008). Talent Management, in another perspective, can also be seen as a variable with many dimensions, including review, staffing, strategy, engagement, development, acquisition, deployment, retention, and performance (Pandita & Ray, 2018; Gupta, 2019). These various dimensional perspectives show that talent management must be applied contextually and situationally according to actual conditions, like other management variables.

The HR practices theoretically is a broad management practice. This is closely related to the various functions and scope of HR management itself, which covers broad activities and areas in the organization's management as a whole. HR practices themselves refer to fulfilling HR needs through recruitment, selection, training, development, assessment, and compensation (Armstrong, 2012; Saifalislam et al., 2014; Singh & Dutch, 2014). The organization's fulfillment of various HR needs is carried out by considering the environmental factors of human resources, the organization's ability to develop human

resources, the selection process, performance appraisal, and compensation (Armstrong, 2012; Robbins & Coulter, 2016; Singh & Dutch, 2014; Sparrow et al., 2004; Sulastri, 2010a).

However, there is no standardized conception and framework of these dimensions of HR practices. Several researchers emphasize the importance of the environmental dimension in HR practices (Fatihudin & Firmansyah, 2018; Kuznetsova et al., 2017; Molina-Azurin et al., 2021; Singh & Dutch, 2014). Some other researchers focus on the selection process and HR development (Keating & Heslin, 2015; Rameshbabu, 2018; Saifalislam et al., 2014). In another research, the researchers emphasized the aspects of compensation and employee well-being of HR practices (Adari & Satyarayana, 2018; Carnevale & Hatak, 2020; Kurniawan et al., 2021; Yao et al., 2019). However, in this study, HR practices are examined concerning the dimensions of the HR environment, HR selection, HR development, and HR compensation.

RESEARCH METHODOLOGY

The main objectives of this study are to: *First*, to discuss contemporary HR practices, especially amid the Pandemic situation faced by companies; *Second*, to examine the influence of various external factors on HR practices; and *Third*, to examine the effect of talent management needs on HR practices.

This study uses a mixed-method, through interviews with company leaders PT. Mosindo Medika, and a survey involving 110 employees in the company concerned regarding the influence of external factors and the need for talent management on HR practices. The primary data sources for this study are the results of interviews with company leaders regarding changes in HR practices amid a pandemic situation and the results of questionnaires distributed to 110 respondents from the company's employees who have started work after being laid off. The interviewees themselves were selected by involving the following criteria: (1) the interviewees were leaders (executives) of the company; (2) the interviewees have control over and have authority in HR practices carried out by the company; and (3) the interviewees implement

WFH policies and reduce employees amid a pandemic in their companies.

The data analysis process in this study uses descriptive, and verification analysis with Structural Equation Modeling (SEM) and Confirmatory Factor Analysis (CFA) methods to get a clear picture of the relationship between variables or the constructs of the variables studied (Priadana, 2017; Sugiyono, 2016). The research procedures carried out are: (1) reading and describing the Pandemic phenomenon as a form of natural selection or external factors that affect changes in HR practices and the need for implementing talent management for business sustainability in the future; (2) conducting literature studies, interviews, and distributing questionnaires; (3) perform analysis and interpretation of research findings; and (4) reporting results.

The hypotheses built in this study are as follows:

- H₁: External Factors have a significant influence on HR Practices
 H₂: Talent Management has a significant influence on HR Practices

THE ANALYSIS RESULTS

Results of Interviews with Company Leaders about HR Practices amid a Pandemic

Implementing government policies related to activity restrictions, especially to reduce the rate of virus spread in the community, has reaped the pros and cons of various groups. This is due to the implementation of the policy, which shows more of the government's panic in tackling the pandemic and its half-hearted implementation but has had a significant impact on the business world in general. However, regardless of whether or not there are restrictions on activities, the pandemic as a whole has had a major impact on the business world, and the way companies run their business. The sluggish economic conditions, the reduced ability of the community to meet their needs, delayed business agendas, a production that does not run effectively, sick and ineffective workforce, and others, coupled with the obligation to *work from home* (WFH), make many companies have had to change their policies regarding business management in general, and their HR practices in particular.

Based on the interviews with the leadership (*executives*) of the company PT. Promosindo Medika, several things that can be noted regarding the general conditions that force companies to make changes to HR practices during the pandemic are as follows:

First, on the HR environment. Companies generally view the HR environment as an organization as a whole. Because the company contains the human element as the core of implementing each of its activities, when a Pandemic situation occurs, and companies must comply with regulations to work from home, the conventional environment becomes changed so as not to disappear. According to interviewees, this makes companies have to change their paradigm of the HR environment, from what was previously limited by the workplace or organizational environment, to a virtual environment. Changes in the HR environment have changed patterns of interaction, communication, work culture, instructions, and various other HR practices that are not easy for all employees to follow.

Second, on HR development. Before the pandemic, companies generally carried out various employee empowerment programs through training, learning, and job guidance which were carried out periodically or situationally. Then during the pandemic, this pattern had to change drastically, where the company had to focus on only certain employees to be involved in business activities that were not running optimally. As stated by interviewees, the company had experienced certain difficulties, especially in terms of work communication and changes in interaction patterns, where not everyone was accustomed to working online or following instructions virtually. Companies must ultimately focus on providing technological facilities and equipment and the skills needed to operate them. However, this condition also builds new awareness in management that the availability of technological devices and facilities is crucial for business sustainability in difficult situations such as the pandemic. The company also realizes that this pattern will become a work pattern in the future, where the development of human resources must be directed at mastering work skills based on the use of technology.

Third, on the HR selection. The pandemic, according to interviewees, provides an

important lesson that the company needs not all employees. A large number of workers does not guarantee the achievement of work effectiveness. When companies have to lay off some of their employees for financial efficiency, this condition also encourages companies to be more selective in retaining workers who have a vital role in the production structure and achieving company goals. This makes HR practices look at the individual potential and not only select and accept employees based on situational needs. In other words, apart from the human side, the pandemic has become a natural selection for restructuring the workforce by the company. In a company run by interviewees, a more stringent HR selection model that refers to the potential and capabilities that the company continuously needs will eventually become a model that the company is likely to maintain in the future.

Fourth, on the HR compensation. In terms of compensation, the company adjusts the percentage according to the capabilities possessed by the company and the applicable rules (minimum wages set by the government). However, in a difficult situation such as the pandemic, where the company cannot get maximum income and many production agendas are hampered, the percentage and amount of compensation cannot be given optimally. According to interviewees, this condition presents its complexity for the company because it must consider its financial resilience and the humanitarian side of the fate of employees who have to face the pandemic. In the end, the practice of human resources cannot only adhere to the company's strategic interests but must also pay attention to the human aspect, especially the welfare of employees in difficult situations.

Survey Results on the Influence of External Factors and Talent Management Needs on HR Practices

In addition to examining how HR practices are carried out during a pandemic situation from the perspective of the company's leadership directly, the researcher also conducted a survey related to how external factors and talent management needs affect the practice of human resources in the company concerned. The survey was conducted by distributing questionnaires to 110 employees who work at PT. Promosindo Medika in Jakarta. In this case, it should be noted that of the 110 questionnaires distributed,

the researcher only got 103 questionnaires returned by the respondents in good condition. The researcher then used the Structural Equation Modeling (SEM) method in analyzing the existing data.

The research was conducted for two months, October and November 2021. Researchers used descriptive analysis and verification analysis in reading the existing data, with the following results:

Descriptive Analysis

Descriptive analysis was conducted to describe the respondents' answers or responses about the influence of external factors and talent

management on HR practices. In this case, the researcher determines the criteria for the results of the respondents' answers in class intervals which are divided into 5 class intervals, as follows:

1. Very Poor (1.00-1.80);
2. Bad (1.81-2.60);
3. Fairly Good (2.61-3.40);
4. Good (3.41-4.20); dan
5. Very Good (4.21-5.00).

The results of the descriptive analysis related to respondents' answers to the questionnaires that have been distributed for each variable are written in the following table:

Table 1: Recapitulation of Respondents' Responses

Variable	Dimension	Average	Categories
External Factors	Economic	3,152	Fairly Good
	Socio-Cultural	3,466	Good
	Technological	3,777	Good
	Legal-Political	4,123	Good
Total Score		4486	
Mean		3,629	
Standard Deviation		0,360	
Category		Good	
Talent Management	Review	3,790	Good
	Staffing	3,748	Good
	Strategy	3,608	Good
	Engagement	3,615	Good
	Development	3,699	Good
	Acquisition	3,466	Good
	Deployment	3,437	Good
	Retention	3,657	Good
	Performance	3,757	Good
Total Score		10128	
Mean		3,642	
Standard Deviation		0,118	
Category		Good	
HR Practices	HR Environment	4,138	Good
	HR Selection	3,968	Good
	HR Development	3,832	Good
	HR Compensation	3,660	Good
Total Score		6098	
Mean		3,899	
Standard Deviation		0,175	
Category		Good	

The External Factors variable in the table above has four dimensions, which include: (1) economic factor; (2) socio-cultural factor; (3) technological factor; and (4) legal-political factor. All dimensions are in a Good category except for the economic factor dimension, which is in Fairly Good condition. Talent Management

has nine dimensions which include: (1) Review; (2) Staffing; (3) Strategy; (4) Engagement; (5) Development; (6) Acquisitions; (7) Deployment; (8) Retention; and (9) Performance. All dimensions are in a Good category. Meanwhile, HR Practices has four dimensions which include: (1) HR

Environment; (2) HR Selection; (3) HR Development; and (4) HR Compensation. All of these dimensions are also in the Good category. This average category indicates that the respondents agree with the statements submitted to them in the questionnaire.

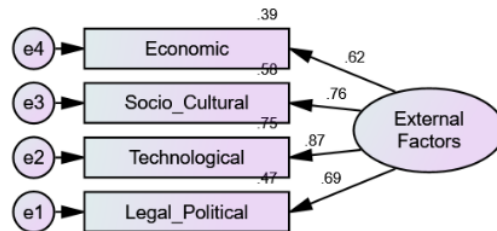
Verification Analysis

Verification analysis was conducted to determine the relationship between the studied variables and test the proposed research hypotheses. In this case, the researcher uses the Structural Equation Modeling (SEM) method. In

using the SEM method, the researcher established a testing procedure that includes: construct analysis using the CFA (Confirmatory Factor Analysis) method, testing the feasibility of the research model, testing hypotheses, and interpreting the analysis results. The results of the tests are as follows:

1. Variable Construct Analysis

The verification analysis using the CFA (Confirmatory Factor Analysis) method on External Factors is shown in the following figure:



cmín = 8.717 p = .013 AGFI = .806 GFI = .961 CFI = .956 TLI = .867 RMSEA = .181

Figure 1: CFA of External Factors

The figure above is the output of the AMOS test, which shows the correlation between the dimensions of External Factors and the

estimated determinants of the indicators contained. While the output that shows the results of the CFA test is as follows:

Table 2: CFA Test Results of External Factors

	Estimate	SE.	CR.	P	Label
Legal_Political <--- External_Factors	1.000				
Technological <--- External_Factors	1.421	.203	6.988	***	par_1
Socio_Cultural <--- External_Factors	1.142	.172	6.635	***	par_2
Economic <--- External_Factors	1.267	.228	5.550	***	par_3

In the table above, it is stated that the CR (Critical Ratio) and P-value for each dimension of the External Factors variable have met the specified critical values (cut-off values), CR >

2.56, and P-value < 0.05. These results indicate that all dimensions are valid because they have a P-value < 0.05. The loading factor values for each External Factors dimension are as follows:

Table 3: Standardized Regression Weight of External Factors

	Estimate
Legal_Political <--- External_Factors	.689
Technological <--- External_Factors	.866
Socio_Cultural <--- External_Factors	.764
Economic <--- External_Factors	.621

In the table above, it can be seen that the estimated value for each dimension shows that

all dimensions have a significant loading factor (> 0.5), where the dimensions with the highest

loading factors are the *technological factor* and *socio-cultural factor* dimensions. These results indicate that research respondents think that technological developments and socio-cultural conditions have the greatest contribution as External Factors for HR practices.

The verification analysis using the CFA (*Confirmatory Factor Analysis*) method on the Talent Management variable is shown in the following figure:

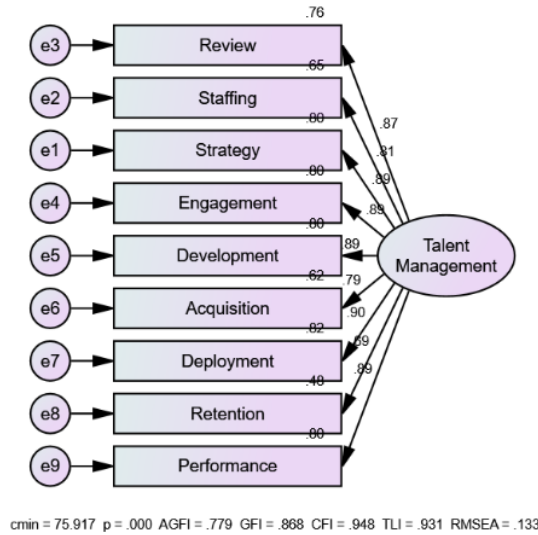


Figure 2: CFA of Talent Management

Figure 2 above is the output of the AMOS test, which shows the correlation between the dimensions of Talent Management and the

estimated determinants of the indicators contained. While the output that shows the results of the CFA test is as follow:

Table 4. CFA Test Results of Talent Management

		Estimate	SE.	CR.	P	Label
Strategy	<--- Talent_Management	1.000				
Staffing	<--- Talent_Management	.842	.076	11.140	***	par_1
Review	<--- Talent_Management	.910	.070	12.984	***	par_2
Engagement	<--- Talent_Management	.942	.068	13.798	***	par_3
Development	<--- Talent_Management	1.002	.073	13.812	***	par_4
Acquisition	<--- Talent_Management	.846	.079	10.696	***	par_5
Deployment	<--- Talent_Management	1.033	.072	14.257	***	par_6
Retention	<--- Talent_Management	.712	.084	8.494	***	par_7
Performance	<--- Talent_Management	.952	.069	13.850	***	par_8

In the table above, it is stated that the CR (Critical Ratio) and P-value for each dimension of the Talent Management variable have met the specified critical values (cut-off values), CR > 2.56, and P-value < 0.05. These results indicate

that all dimensions of Talent Management are valid because they have a p-value < 0.05. The loading factor values for each Talent Management dimension are as follows:

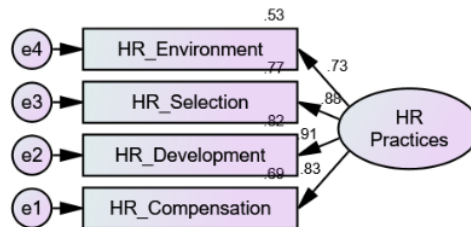
Table 5: Standardized Regression Weight of Talent Management

		Estimate
Strategy	<--- Talent_Management	.893
Staffing	<--- Talent_Management	.808
Review	<--- Talent_Management	.869
Engagement	<--- Talent_Management	.892
Development	<--- Talent_Management	.893
Acquisition	<--- Talent_Management	.790
Deployment	<--- Talent_Management	.904
Retention	<--- Talent_Management	.689
Performance	<--- Talent_Management	.894

The table above shows that the estimated value for each dimension shows that all dimensions have a significant loading factor (> 0.5), where the dimensions with the highest loading factors are the dimensions of *deployment* and *performance*. These results indicate that research respondents consider the available jobs and employee performance expected by the

organization to have the greatest contribution to Talent Management needs.

While the verification analysis using the CFA (*Confirmatory Factor Analysis*) method on the HR Practices variable is shown in the following figure:



cmín = 4.964 p = .084 AGFI = .890 GFI = .978 CFI = .989 TLI = .967 RMSEA = .121

Figure 3. CFA of HR Practices

Figure 3 above is the output of the AMOS test, which shows the correlation between the dimensions of Talent Management and the

estimated determinants of the indicators contained. While the output that shows the results of the CFA test is as follows:

Table 6. CFA Test Results of HR Practices

	Estimate	SE.	CR.	P	Label
HR_Compensation <--- HR_Practices	1.000				
HR_Development <--- HR_Practices	.893	.079	11.246	***	par_1
HR_Selection <--- HR_Practices	.792	.073	10.834	***	par_2
HR_Environment <--- HR_Practices	1.250	.152	8.216	***	par_3

In the table above, it is stated that the CR (Critical Ratio) and P-value for each dimension of the HR Practices variable have met the specified critical values (cut-off values), CR > 2.56, and P-value < 0.05. These results indicate

that all dimensions of HR Practices are valid because they have a p-value < 0.05. The loading factor values for each HR Practices dimension are as follows:

Table 7. Standardized Regression Weight of HR Practices

	Estimate
HR_Compensation <--- HR_Practices	.831
HR_Development <--- HR_Practices	.906
HR_Selection <--- HR_Practices	.879
HR_Environment <--- HR_Practices	.725

In the table above, it can be seen that the estimated value for each dimension shows that all dimensions have a significant loading factor (> 0.5), where the dimensions with the highest loading factor are the dimensions of *HR development* and *HR selection*. These results indicate that research respondents consider HR development and HR selection processes to have

the greatest contribution to HR practices in their companies.

2. Structural Model Analysis

The results of the structural analysis model between the research variables studied can be seen as follows:

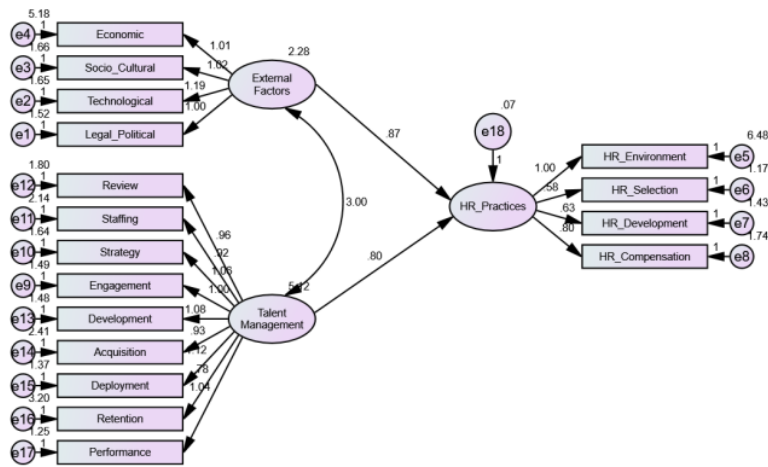


Figure 4: Structural Equation Modeling

The figure above shows the structural relations of the research variables as well as certain numbers that indicate the fit of the research model. The figure also shows the value of the determinant coefficient of the variable and its

constituent constructs. Based on the AMOS output related to the research fit model, the following is a summary of the results of the research model feasibility test:

Table 8. Summary of Research Model Feasibility Test

Criteria	Cut-off Value	Result Test	Conclusion
Chi-Square	Expected small	267.914	-
Probability	≥ 0.05	0.000	12
Adjusted GFI (AGFI)	≥ 0.90	0.704	Marginal Fit
The goodness of Fit Index (GFI)	≥ 0.90	0.775	Marginal Fit
Comparative Fit Index (CFI)	≥ 0.90	0.913	Fit
Tucker-Lewis Index (TLI)	≥ 0.95	0.898	Marginal Fit
Normed Fit Index (NFI)	≥ 0.90	0.857	Marginal Fit
Root Mean Square Error of Approximation (RMSEA)	≤ 0.80	0.113	Fit

In the table above, it can be seen that some of the feasibility criteria for the research model have been met. The results of the feasibility test of the research model indicate that this research has met the requirements of research feasibility (meeting one or more feasibility criteria), which means that this research model fits the empirical data. After conducting a feasibility test of the

research model and obtaining the goodness of fit criteria required through model modification and analysis of the normality of the research data, the researcher then conducted a correlation analysis to determine the level of closeness of the relationship between the variables. Based on the previous AMOS output, it can be seen that the correlation coefficient results are as follows:

Table 9: Structural Equation Test

			Estimate	SE.	CR.	P	Label
HR_Practices	<--	External_Factors	.872	.261	3.340	***	par_15
HR_Practices	<--	Talent_Management	.801	.171	4.671	***	par_16
Legal_Political	<--	External_Factors	1.000				
Technological	<--	External_Factors	1.187	.136	8.698	***	par_1
Socio_Cultural	<--	External_Factors	1.018	.126	8.104	***	par_2
Economic	<--	External_Factors	1.011	.179	5.637	***	par_3
HR_Environment	<--	HR_Practices	1.000				
HR_Selection	<--	HR_Practices	.581	.061	9.581	***	par_4
HR_Development	<--	HR_Practices	.633	.066	9.536	***	par_5
HR_Compensation	<--	HR_Practices	.799	.080	9.956	***	par_6
Engagement	<--	Talent_Management	1.000				
Strategy	<--	Talent_Management	1.065	.081	13.090	***	par_7
Staffing	<--	Talent_Management	.917	.082	11.176	***	par_8
Review	<--	Talent_Management	.958	.079	12.085	***	par_9
Development	<--	Talent_Management	1.083	.080	13.506	***	par_10
Acquisition	<--	Talent_Management	.926	.085	10.835	***	par_11
Deployment	<--	Talent_Management	1.116	.080	13.936	***	par_12
Retention	<--	Talent_Management	.782	.090	8.671	***	par_13
Performance	<--	Talent_Management	1.035	.075	13.750	***	par_14

In the table above, it can be seen that the CR (*Critical Ratio*) value for each variable and its constituent dimensions has exceeded the required critical values (>2.56). The same results can also be seen from the probability value, which shows a good value (<0.05).

Testing the Hypotheses

Based on the analysis results by referring to the previous AMOS output, it is known that the Critical Ratio (CR) External Factors to HR Practices is 3,340, and the P-value is 0.000. The CR value is 3,340 (> 2.56), and the P-value is 0.000 (<0.05), indicating that there is a positive and significant effect of External Factors on HR Practices. Thus, H₁ that there is an influence of External Factors on HR Practices is proven and accepted. The same analysis results also show that the Critical Ratio (CR) Talent Management to HR Practices is 4,671 and the P-value is 0.000. The CR value is 4,671 (> 2.56), and the P-value is 0.000 (< 0.05), indicating that there is

a positive and significant role of Talent Management on HR Practices. Thus, H₂ that there is an influence of Talent Management on HR Practices is proven and accepted.

While the estimated value of the total influence or the total effect of the External Factors and Talent Management variables and their various dimensions on HR Practices can be seen in the following AMOS output:

Table 10. Standardized Total Effects

	Talent_Management	External_Factors	HR_Practices
HR_Practices	.595	.432	.000
Performance	.902	.000	.000
Retention	.703	.000	.000
Deployment	.908	.000	.000
Acquisition	.804	.000	.000
Development	.895	.000	.000
Review	.850	.000	.000
Staffing	.817	.000	.000
Strategy	.883	.000	.000
Engagement	.880	.000	.000
HR_Compensation	.523	.380	.879
HR_Development	.506	.368	.850
HR_Selection	.508	.369	.853
HR_Environment	.457	.332	.767
Economic	.000	.557	.000
Socio_Cultural	.000	.766	.000
Technological	.000	.813	.000
Legal_Political	.000	.775	.000

The table above shows that the total effects of External Factors on HR Practices are 0.432 or 43.2%. At the same time, the total effects of Talent Management on HR Practices is 0.595 or 59.5%.

DISCUSSION

14 Based on the results of the previous analysis, it can be seen that External Factors have a positive and significant influence on HR Practices, especially among employees of the company PT. Promosindo Medika. These results indicate that various situations that occur outside the company, ranging from economic, socio-cultural conditions, technological developments to political conditions and policies taken by certain parties (government), will have a major impact on changes in HR practices in the company. This condition can also be understood that the HR practices are not a practice that is purely internal and is not related to various external conditions that surround it. Changes in economic conditions in the community or region, changes in government policies related to employment and the business world, and changes in people's lifestyles (socio-cultural) as occurred during the pandemic have impacted changes in HR practices carried out by companies. The results of this study confirm various previous research results that show how several external factors, such as economic,

political, policy and legal, or socio-cultural conditions, can contribute and have a certain impact on HR practices (Fatihudin & Firmansyah, 2018; Kuznetsova et al., 2017; Molina-Azurin et al., 2021; Singh & Dutch, 2014). Some of these research results state that HR practices are indeed related to the business strategy carried out by the company, where this business strategy is generated from an analysis of various external environmental conditions, such as the economic level of the community, policies, and regulations set by the government related to the world of work, or other specific factors such as technological developments that change the world of work and communication practices in the HR environment (Carnevale & Hatak, 2020; Mamoudou & Joshi, 2014; Ochetan & Ochetan, 2012).

22 The same emphasis can also be seen in the results of the previous analysis, which showed that the needs or the company's way of implementing Talent Management impacted HR practices. Companies that realize that HR practices are an important functional part of the achievement of various strategic business goals must, in the end, be able to treat and empower all of their employees properly. HR practices carried out by the company must begin to focus on the selection of potential employees for effectiveness and efficiency and more adaptive business sustainability in the future (Al Aina &

Atan, 2020; Frimpong et al., 2016; Gupta, 2019; Thunnissen, 2016).

The influence of Talent Management on HR Practices can also be seen in several previous research results, which show that HR practices can no longer focus solely on employee competence and functionality at certain times. HR practices should instead be able to see the potential of employees in the future and carry out various empowerment agendas to realize the various potentials of their employees. This is in line with the necessity of HR practices to have the ability to predict future workforce needs and conditions, with which the company can develop more strategic business plans (Frimpong et al., 2016; Gallardo et al., 2015; Gupta, 2019; Jacobson, 2010; Samwel, 2018; Tetik, 2016).

Based on the previous analysis results, it can be seen that the *Technological* dimension and the *Socio-cultural* dimension have the highest loading factor values on the External Factors variable. These results indicate that external factors that impact HR practices are recognized as the conditions that get the greatest influence from changes and technological developments as well as changes and developments in people's lifestyles, both in communicating, working, or carrying out their daily activities. The same thing can also be read from the results of the analysis on Talent Management, where the *Deployment* dimension and the *Performance* dimension have the highest loading factor values compared to other dimensions. These results indicate that in Talent Management practice, companies should focus more on deployment issues and employee performance to empower their potential talents. Meanwhile, in HR Practices, the dimensions with the highest loading factor values are *HR Development* and *HR Selection*. These results indicate that the company's HR practices must focus on HR development practices through a more stringent selection process and following the company's needs.

¹¹ In the context of the pandemic, in particular, the results of this study emphasize the importance of HR practices to focus on various external factors and the need for implementing Talent Management in the future. Based on this study, companies are expected to be better prepared to deal with unexpected situations, such as a pandemic, for business continuity, especially when the existing situation requires them to take

a policy of reducing employees or recalculation the presence of employees to achieve effectiveness, efficiency, and business sustainability.

THE CONCLUSION

This study indicates that the leaders of the companies studied to see the pandemic condition as a condition where they have to make various policy changes in their HR practices. If previous HR practices applied a maximum labor strategy for maximum profit, then learning from the current Pandemic conditions, companies must be prepared to focus more on work effectiveness and potential human resources so that the company does not stumble when faced with difficult situations. This study also confirms the contribution or influence of External Factors and the need to implement Talent Management on HR practices carried out by the company as an adaptive and anticipatory step for various unexpected changes in business situations. This study illustrates how HR practices must consider various external factors or changes that occur in the environment outside the company and the need for implementing Talent Management. However, given the study's limited scope, especially due to the ongoing Pandemic situation, this study must continue to be developed to gain a more comprehensive understanding of the actual issues and problems faced by companies in carrying out their HR practices.

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