



THE EFFECT OF SELF-EFFICACY, TALENT MANAGEMENT, AND CONTINUOUS IMPROVEMENT ON EMPLOYEE ORGANIZATIONAL COMMITMENT PT. INDONESIA EPSON INDUSTRY

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Abstract

This research aims to test the influence of self-efficacy, talent management, and continuous improvement on employee organizational commitment of PT Indonesia Epson Industry. Self-Efficacy is an (X1), Talent Management is an (X2), Continuous Improvement is an (X3), and organizational commitment is a (Y). The method in this study is quantitative. The population of this research is the workers in Epson Line 151 workers. The sample is 110 people using the way of Slovin and data collection using a questionnaire method. The analysis results used a validity test, reliability test, classical assumption test, multiple linear regression test, t-test, F test, and coefficient of determination. So self-efficacy has no significant effect on the organizational commitment of PT Indonesia Epson Industry. In addition, talent management significantly affects the organizational commitment of PT Indonesia Epson Industry employees. Furthermore, it can also be essential that continuous improvement significantly affects the organizational commitment of PT Indonesia Epson Industry employees. Furthermore, self-efficacy, talent management, and continuous improvement together have a significant effect on the organizational commitment of PT Indonesia Epson Industry employees.

Keywords: Continuous Improvement, Organizational Commitment, Self-Efficacy, Talent Management

JEL Classification: L20, L21, L23

1. INTRODUCTION

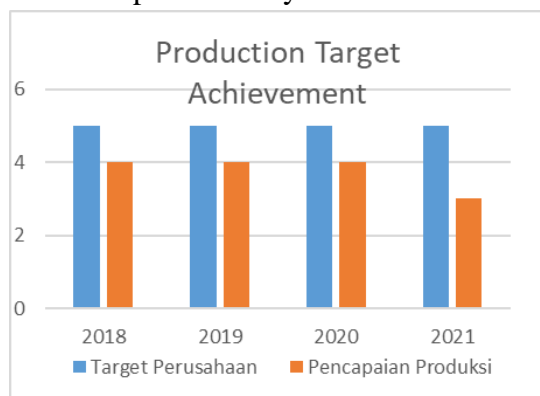
Commitment is the sensation of recognizable evidence, loyalty, and persistence that employees communicate to the organization. When a company can influence its employees well, then at that point, the company can be sure that workers will have a strong obligation to be responsible for working for the company. When a worker has a motivational commitment, participates in organizational involvement, is loyal to the company, and has good work performance, the social behavior of workers becomes high as well. In addition, it could have an impact on the absenteeism rate and the rate of turnover of workers to be

decreased. In these conditions, a working atmosphere will automatically be created that allows the implementation of good cooperation in achieving organizational goals. Organizational commitment is a condition in which the individual's goals support a particular association and his desire to follow the goals of that association.

Dewi (2020) said that Self Efficacy influences organizational commitment, but in other research, the researcher said there is no self-efficacy influence toward organizational commitment (Siregar, 2021). Also, about talent management, Haryanto and Dewi (2020) said

talent management influences organizational commitment, but another researcher said there is no influence.

PT INDONESIA EPSON INDUSTRY is a company engaged in electronics. Epson's products that we use in our daily life, one example of this product is a printer. PT Epson is also a subsidiary of a company from Japan, namely Seiko EPSON Corporation. PT Epson itself was founded in the 2000s with the number of employees whom women dominate until now. In this company, each production line has a production target set by the company. The following is the target achievement data of PT. Indonesia Epson Industry.



Picture 1. Target Achievement Data for PT Indonesia Epson Industry

Source: HRD PT INDONESIA EPSON INDUSTRY

Good employee organizational commitment is a condition where the individual's goals support a particular company and his desire to follow that company's goals (SUMA & BUDI, 2021). However, in reality, what happened to the company was different; in the last few years, employees could not achieve the company's production targets.

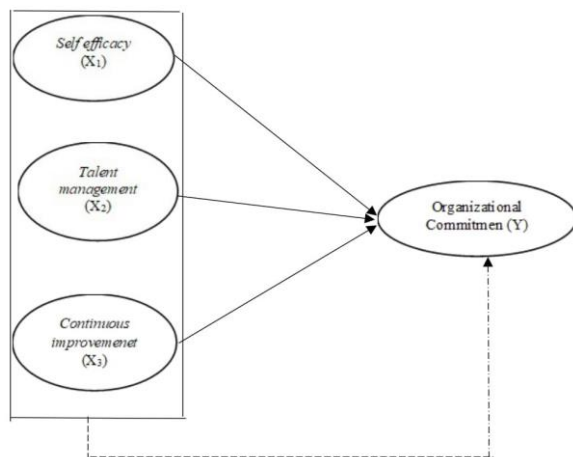
According to the researcher, several things affect employees' organizational commitment at PT Indonesia Epson Industry. The first is about self-efficacy or an employee's self-confidence level. In doing something, it is essential to have confidence in work. Because someone needs to be more confident in their actions, the results will not be optimal. Things that are not done optimally provide not only poor quality but also quantity which ultimately affects the achievement of production.

The second thing is talent management. Talent management is a series of processes in which human resources in the company are allowed to conduct training to increase their competitive advantage and develop their productivity level. This also affects organizational commitment because it depends on how the company implements the talent management system. When a person's ability or talent is high in performance, it can increase a closer performance relationship between employees and the company.

The third thing is continuous improvement. Continuous improvement is a continuous effort or effort made to create and further develop items, services, and processes. This effort plans to find and get the best kind of progress generated. Creating the best answer to the problem at hand, the consequences of which will continue and grow far superior. Continuous improvement also affects organizational commitment and talent management; when the company progresses and develops better, the organizational relationship between employees and the company will be more closely intertwined because the company is happy with the achievement of company goals.

According to the researcher, from the data above, it can be concluded that every year the employees can only achieve the production target as determined by the company if there is organizational commitment. Therefore, the researcher is motivated to conduct further research on The Effect of Self-Efficacy, Talent Management, and Continuous Improvement On Employees of PT Indonesia Epson Industry (Case Study On E4 Production Sub Assy).

The study was conducted at PT Indonesia Epson Industry in the sub-assy E4 with a population of 150 employees. The sampling technique used the slovin formula with the results of 110 respondents, data collection by observation, distributing questionnaires to employees, and literature study. In the research model, there are four, namely, three independent variables and one dependent variable.



Picture 2. Conceptual Framework

2. LITERATURE REVIEW AND HYPOTHESES

2.1. LITERATURE REVIEW

Subagyo (2014) states that self-efficacy is a form of trust in a person's capabilities to improve their work performance. Self-efficacy can be in the form of how a person feels, ways of thinking, self-motivation, and desire to do. According to Priambodo et al. (2019), company employees are expected to have high self-efficacy that can motivate them to develop and not become a barrier. Robbins and Timothy (2011) said that the higher an employee's self-efficacy, the greater the employee's confidence in his ability to succeed.

According to Heriyanto et al. (2018), Talent management is a process to ensure the company's ability to fill critical positions of the company's future leaders (future company leaders) and positions that support the company's core competencies (unique skills and high strategic value). According to Cappelli and Keller (2014), talent management has yet to reach a standard definition. Nearly every article on the topic begins with handwringing over the conceptual boundaries of the term.

According to Butler et al. (2018), continuous improvement (CI) is a learned and stable pattern of collective activity through which the organization systematically generates and modifies its operating routines in pursuit of improved effectiveness.

According to Brown et al (in Widiyanto. E, Organizational Commitment (Y) is a condition in which the individual's goals support a particular association and his desire to follow the goals of that association. The indicators of Organizational commitment are willingness, loyalty, and pride.

According to Erawati and Wahyono (2019), self-efficacy (X1) is a worker's confidence level in work. People put stock into specific tasks by focusing on getting them done. People cultivate self-inspiration to have the choice to make necessary steps in completing responsibilities. The people's complex, constant and persistent efforts to complete their responsibilities with all the power at their disposal. Individual flexibility, regardless of obstacles and difficulties that arise and can arise from disappointment. People accept that they can get any job done, whether it is broad or explicit.

Indicators of self-efficacy are confidence in Completing Certain Tasks, self-motivating beliefs, faith in working hard, faith that endures adversity, and confidence in completing a comprehensive or specific range of tasks.

According to Kigo and Hazel (2016), talent management (X2) is a series of processes in which human resources in the company are allowed to conduct training to increase competitive advantage. Indicators of talent management are recruitment, career development, awards, and strategic planning.

According to Mukminin et al. (2020), continuous improvement (X3) is a continuous effort or effort made to create and further develop items, services, and processes. Indicators of continuous improvement are the ability to Identify Improvement and improvement needs, the ability to apply new ways, the ability to help others, and the ability to create an environment that always makes improvements—goals in that associatio.

2.2. HYPOTHESES

The hypothesis in this scientific work is:

- H1: self-efficacy has a significant influence on the organizational commitment of employees of PT Indonesia Epson Industry
- H2: talent management has a significant influence on the organizational commitment of PT Indonesia Epson Industry employees
- H3: continuous improvement has a significant influence on the organizational commitment of employees of PT Indonesia Epson Industry
- H4: self-efficacy, talent management, and continuous improvement have a significant influence on the organizational commitment of PT Indonesia Epson Industry employees.

3. RESEARCH METHODS

This analytical method uses a quantitative approach to analyze self-efficacy, talent management, and continuous improvement in organizational commitment to PT Indonesia Epson Industry employees.

Before finding the influences among self-efficacy, talent management, and continuous improvement toward organizational commitment, researchers test for validity and reliability. The test proves that all the questioners have a score more than the t table, which means all the questionnaires are valid. Moreover, for the reliability test, all variables' scores are more than 0,6, which means all questionnaires are reliable.

This method relates to something that can be measured and tested using multiple linear regression analysis methods and multiple linear regression analysis criteria. The analysis is carried out through the stages of instrument testing, analysis requirements testing, and hypothesis testing. Test the instrument through the validity of the reliability test. The validity test uses the corrected item correlation value, while the reliability test uses Cronbach Alpha.

They are collecting research data by distributing questionnaires via google form so that respondents can directly fill them out. Questionnaires were given to respondents using a research scale of 1-5, which means 1 (strongly

disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The results of the respondent's filling are directly processed using spss-21.

The analytical requirements test is the classical assumption test consisting of normality, multicollinearity, and heteroscedasticity. Normality using the Kolmogorov-Smirnov formula tests the residual standard value of the regression equation, multicollinearity test uses VIF, and graphical heteroscedasticity with a scatter plot. Hypothesis testing uses the value of the regression coefficient to determine the direction of influence. At the same time, the test is carried out with the t-test and simultaneously with the F-test. The regression coefficient is obtained from multiple linear regression equations.

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

4. RESULTS AND DISCUSSION

4.1. Result

Based on table 2 above, it can be seen that the value of R or the correlation coefficient is 0.669, which indicates the strength of the correlation coefficient is high, and the value of R Square or the coefficient of determination is 0.448 if the percentage is 44.8%. So self-efficacy, talent management, and continuous improvement have a simultaneous or joint effect on the Organizational Commitment variable of 44.8%. The remaining 55.2% is influenced by other variables outside of self-efficacy, talent management, and continuous improvement.

Table 2. Results of the Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	0.448	0.432	2.77228

a. Predictors: (Constant), Continuous Improvement, Talent Management, Self Efficacy

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$Y = 2.891 + 0.084 + 0.265 + 0.313$$

The regression model can be interpreted as follows Constant = 2.891. A positive constant value means that the organizational

commitment score will increase if the scores for self-efficacy, talent management, and continuous improvement are considered non-existent or equal to zero.

Self-efficacy coefficient = 0.084. A self-efficacy coefficient value of 0.084 means that for every increase in one self-efficacy score, organizational commitment will increase by 0.084 with the assumption that other independent variables are fixed.

Talent management coefficient = 0.265. A Talent management coefficient value of 0.265 means that for every increase in talent management score, organizational commitment

will increase by 0.265, assuming other independent variables are fixed.

Continuous Improvement Coefficient = 0.313. A continuous improvement coefficient value of 0.313 means that for every increase of one continuous improvement score, organizational commitment will increase by 0.313, assuming that other independent variables are fixed. The regression equation shows the score for self-efficacy, talent management, and continuous improvement will increase organizational commitment and vice versa.

Table 3. Hypothesis test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.891	2.407		1.201	0.232
	Self Efficacy	0.084	0.15	0.061	0.561	0.576
	Talent Management	0.265	0.077	0.319	3.463	0.001
	Continuous Improvement	0.313	0.102	0.376	3.069	0.003

a. Dependent Variable: Komitmen Organisasi

From table 3, the t-test partially obtained the following conclusions self-efficacy (X1) t-value $0.561 < t$ table 1.982 and obtained Sig value > 0.05 and t count $< t$ table then H1 is rejected, it means that there is no significant effect between the Self Efficacy variable (X1) on the Organizational Commitment variable (Y).

Hypothesis 1 was rejected, which stated that self-efficacy did not affect the organizational commitment of PT Indonesia Epson Industry employees.

Talent management (X2), the value of t count is $3.463 > t$ table 1,982 and obtained the value of Sig < 0.05 and t count $< t$ table then H2 is accepted, it means that there is a significant influence between Talent management variables (X2) on the Organizational Commitment variable (Y).

Hypothesis 2 is accepted, which states that Talent management affects the organizational

commitment of PT Indonesia Epson Industry employees.

Continuous improvement (X3) the value of t count $3,069 > t$ table 1,982 and obtained the value of Sig < 0.05 and t count $< t$ table then H3 is accepted, it means that there is a significant influence between Continuous improvement variables (X3) on the Organizational Commitment variable (Y).

Hypothesis 3 is accepted, which states that Continuous improvement affects the organizational commitment of PT Indonesia Epson Industry employees.

Table 4. F test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	660.831	3	220.277	28.661	.000 ^b
	Residual	814.669	106	7.686		
	Total	1475.5	109			

a. Dependent Variable: Komitmen Organisasi

b. Predictors: (Constant), Continuous Improvement, Talent Management, Self Efficacy

Based on the table above, it can be seen that the value of Sig = 0.000 and F count = 28.661, while based on statistical calculations for the F table value = 2.69. Because the value of Sig < 0.05 and F count > F table, then it means that there is an effect of the independent variable (X) simultaneously or together on the dependent variable (Y).

Hypothesis 4 is accepted, which states that there is an effect of the independent variable (X) simultaneously or together on the dependent variable (Y).

4.2. Discussion

The Influence of self-efficacy on employee organizational commitment self-efficacy hypothesis on organizational commitment obtained the value of Sig = 0.576 and t count = 0.561 while t table = 1.982 because the value of Sig > 0.05 and t count < t table, then H 1 is rejected, it means that there is no significant effect between the self-efficacy variable (x1) on the organizational commitment variable (y), so it can be concluded that the research hypothesis h1 which reads self-efficacy will affect employee organizational commitment is not proven.

This is the same as the results of previous research conducted by Setyawan (2017), who conducted a study entitled The Effect of Self Efficacy and Empowerment on Employee Performance by Mediation of Organizational Commitment, stated that the self-efficacy variable was proven not to affect the performance and organizational commitment does not mediate the effect on performance.

However, it differs from the results of research conducted by Dewi (2020), who conducted a study entitled The Effect of Self-Efficacy on Organizational Commitment to Employees of The Rich Jogja Hotel, which was published in the journal Acta Psychologia, Volume 2 Number 2, 2020, pages 122-136 states that the self-efficacy variable has been shown to positively influence organizational commitment to the employees of The Rich Jogja Hotel.

The Influence of Talent Management on Employee Organizational Commitment talent management hypothesis on organizational commitment obtained the value of Sig = 0.001 and t count = 3.463 while t table = 1.982. Because the value of Sig < 0.05 and t count > t table, then H 2 is accepted, it means that there is a significant influence between the Talent Management variable (X2) on the Organizational Commitment variable (Y). So it can be concluded that the research hypothesis H2, which reads "Talent management will affect employee organizational commitment," has been proven.

This is the same as the results of previous research conducted by Erawati and Wahyono (2019), who conducted a study entitled Analysis of the Effect of Talent Management and Global Mindset on Employee Performance and Turnover Intention with Organizational Commitment as an Intervening Variable which was published in the Diponegoro Journal of Management, Volume 5 Number 3, 2016, Pages 1-15, states that the variables of talent management and organizational commitment show a significant value. In other words, PT Cipta Busana Mandiri Demak, the things that encourage employees to improve their performance, one of which is that the employee has high abilities. With the talents already owned by the employees, it is expected that employees will be able to improve a closer relationship between employees and the company.

The effect of continuous improvement on employee organizational commitment continuous improvement hypothesis on organizational commitment obtained the value of Sig = 0.003 and t count = 3.069 while t table = 1.982. Because the value of Sig < 0.05 and t arithmetic > t table, then H 3 is accepted, it means that there is a significant influence between the continuous improvement variable (x3) on the organizational commitment variable (y). so it can be concluded that the research hypothesis H3, which reads continuous improvement will affect employee organizational commitment," has been proven.

These results are different from the results of previous research conducted by Susanto (2016), who conducted a study entitled Total Quality Management, Work Measurement System, Awards and Organizational Commitment to Employee Performance, published in the journal Business and Economics, Volume 14 Number 1, Pages 76-83 state that organizational commitment has a positive effect on employee performance, while the variables of total quality management, performance measurement system, and rewards do not have a positive effect on employee performance.

The Effect of Simultaneous self-efficacy, talent management, and continuous improvement on employee organizational commitment based on the results of multiple linear regression analysis between the variables of self-efficacy, talent management, and continuous improvement on the organizational commitment variable that has been carried out, the regression equation is obtained as follows:

$$Y = 2.891 + 0.084X_1 + 0.265X_2 + 0.313X_3$$

The interpretation of the regression equation model is that every change in the value of X_1 increases (self-efficacy) by one point, then the y variable (organizational commitment) will increase by 0.084 points, assuming the other independent variables are fixed if the x_2 (talent management) score increases by one point then the Y variable (organizational commitment) will increase by 0.265 points assuming the other independent variables are fixed. If the X score is 3 (continuous improvement) increases by one point, the y variable (organizational commitment) will increase by 0.313, assuming other independent variables have fixed values.

Meanwhile, the positive constant value means that if the scores for self-efficacy, talent management, and continuous improvement are considered non-existent or equal to zero, the score for organizational commitment will increase. The higher the self-efficacy of an employee, followed by good talent management that runs within the company and is supported by continuous improvement carried out on an

ongoing basis, can increase organizational commitment.

The F test was carried out with the help of the SPSS program; from the F test, the value of Sig = 0.000 and F arithmetic = 28.661, while based on statistical calculations for the F table value = 2.69. Because the value of Sig < 0.05 and F count > F table, it means that there is an effect of the variables Self Efficacy (X_1), Talent Management (X_2), and Continuous Improvement (X_3) simultaneously or together on the Organizational Commitment variable (Y). So it can be concluded that the research hypothesis H4, which reads "Self-efficacy, talent management, and continuous improvement will affect organizational commitment," has been proven.

Based on the analysis of the coefficient of determination simultaneously between the variables of Self-Efficacy, Talent Management, and Continuous Improvement on the Organizational Commitment variable, the result is 0.448. That means Self-Efficacy, Talent Management, and Continuous Improvement have a simultaneous influence on Organizational Commitment by 44.8%, while the remaining 55.2% is influenced by other factors not examined in this study.

5. CONCLUSION

The test results regarding self-efficacy, talent management, and continuous improvement have a positive and significant effect on organizational commitment, amounting to 44.8%. Furthermore, the results of hypothesis testing that have been carried out obtained the following results:

Based on the results of the first hypothesis test partially, it was found that the independent variable, namely Self-Efficacy, did not affect the dependent variable, namely Employee Organizational Commitment.

Based on the results of the second hypothesis test partially found that the independent variable is Talent Management with a significant effect on the dependent variable, namely Employee Organizational Commitment.

Based on the results of the third hypothesis test partially, it was found that the independent variable, namely Continuous Improvement, had a significant effect on the dependent variable, namely Employee Organizational Commitment.

Based on the results of the fourth hypothesis test simultaneously, it was found that the variables of Self-Efficacy, Talent Management, and Continuous Improvement had a significant effect on the variable of Employee Organizational Commitment.

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