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The Influence of Talent Management and Organizational Culture on Employee Performance at Telkomcel Timor-Leste

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ABSTRACT

In the era of globalization and increasingly intense business competition, improving employee performance has become a crucial factor for organizational success. This study aims to analyze the influence of talent management and organizational culture on employee performance at Telkomcel Timor-Leste. Using a quantitative method, data were collected through questionnaires distributed to 135 respondents and analyzed using SPSS. The results indicate that talent management has a positive and significant effect on employee performance, with a regression coefficient of 0.539 and a significance value of 0.000, explaining 71.9% of the performance variation. Organizational culture also contributes significantly, with a regression coefficient of 0.186 and a significance value of 0.007, explaining 66.8% of the performance variation. Simultaneously, these two variables explain 72.7% of the variation in employee performance, with an F-value of 176.118 ($p = 0.000$). This study confirms that effective talent management and a strong organizational culture are dominant factors in enhancing employee performance at Telkomcel Timor-Leste. The findings provide strategic recommendations for the company to optimize human resource management and achieve optimal performance.

Keywords: Employee Performance, Organizational Culture, Talent Management

INTRODUCTION

In today's era of digital transformation and global competition, the success of an organization depends not only on technological innovation or process efficiency, but also on the excellence of its human resources (HR) (Fenech, Baguant, & Ivanov, 2019). Modern organizations are increasingly aware that HR represents a strategic asset that must be managed systematically and sustainably (Chams & García-Blandón, 2019). A Deloitte study shows that organizations with mature talent management systems are 2.2 times more likely to become market leaders compared to organizations that do not implement it optimally. This highlights the importance of talent management as a core corporate strategy (Jooss, Burbach, & Ruël, 2021).

In an era of increasingly intense global competition, companies in the telecommunications industry must focus not only on service quality for customers; the greater challenge is how to prepare their human resources to support and face global challenges (Pucik, Evans, Bjorkman, & Morris, 2024). This issue cannot be solved with a conventional managerial approach, as it involves the complex relationships among individuals within the organization, which requires a strategic approach based on values and culture.

Human resources are the main assets that determine a company's success in conducting its business (Mayo, 2016; Šebestová & Popescu, 2022). HR is a strategic factor in

organizations—they not only serve as labor, but also as intellectual capital that can be developed to create competitive advantage (Delery & Roumpi, 2017).

Employee performance refers to the degree to which individuals fulfill the tasks and responsibilities assigned by the organization, directly impacting the achievement of company goals (Andreas, 2022). Optimal performance is measured through productivity, work quality, and the attainment of targets set by the company (Kaydos, 2020). According to Annisa (2025), employee performance is influenced by numerous factors including motivation, skills, and effective human resource management. One key factor is the proper management of human resources, particularly regarding talent management and the strengthening of organizational culture (Kontoghiorghes, 2016). Previous research also shows that employee performance is closely linked to talent management and organizational culture (Oladimeji, Abdulkareem, & Ishola, 2023). Research by Yuliana J. (2018) indicates that effective employee management, as reflected in the Talent Management program, can improve both individual and team performance within the organization.

Talent management encompasses the processes of planning, identifying, developing, retaining, and optimizing individual potential within an organization to support the company's strategic objectives (Urme, 2023). According to Arifin (2025), effective talent management can create a competitive edge through focused critical talent management (Arifin, Wiryono, Damayanti, & Yudoko, 2024). A robust organizational culture fosters engagement, loyalty, and long-term productivity among employees (Kosasi, 2024). Research by Handriyani et al. (2024) demonstrates that a consistent organizational culture enhances positive attitudes towards the company and strengthens employee relationships (Handriani & Narariya, 2025).

Organizational culture, as a system of values and norms shaping workplace behavior, has a significant influence on performance. When employees internalize these values, work behaviors, loyalty, and inter-employee relationships are positively reflected in their work performance (Arnold et al., 2019). Organizational culture refers to the processes through which culture is established and transformed into organizational norms and identity (Akpa, Asikhia, & Nneji, 2021). In practice, organizational culture is inseparable from human resources as the main actors. Employees play an essential role in practicing organizational culture to achieve company goals.

Telkomcel, a subsidiary of PT. Telekomunikasi Indonesia International, S.A., under TELKOM Indonesia, has established a corporate culture called AKHLAK—Trust, Competent, Harmonious, Loyal, Adaptive, Collaborative—first introduced as a core value for SOEs under Indonesia's Ministry of State-Owned Enterprises (SOEs) in July 2020.

This initiative emerged from the Ministry of SOEs, led by Erick Thohir, to create harmonized work culture standards across SOEs, aiming to enhance professionalism, integrity, and global competitiveness. The combination of targeted talent management and strong organizational culture is believed to establish a conducive work environment for growth and optimal performance. However, in practice, many companies still fail to effectively integrate these two elements (Gianni & Gotzamani, 2015). This failure often leads to diminished employee motivation, productivity, and retention.

Performance is the level of achievement attained by a person in carrying out assigned duties. Performance is influenced by ability, motivation, organizational support, comprehension of tasks, and opportunities to work (Bunteng, 2022).

Telkomcel Timor-Leste as a subsidiary of Indonesian state-owned enterprises faces similar challenges. Internal company data showed a marked decline in employee performance assessment at Telkomcel Dili Timor-Leste in the "Very Good" (P2) category, from 84% in 2023 to 71% in 2024. Meanwhile, the "Good" (P3) category increased from 12% to 27%, indicating a decline in peak performance. Additionally, the "Special" (P1) category has not been achieved by any employee in the past two years. A primary contributing factor is weak talent management, which directly impacts declining employee performance, as revealed by Telkomcel's Human Capital Manager. This supports theories positing that talent management is an organizational strategy for identifying and developing talented individuals to boost competitive advantage; employees managed within robust talent management systems exhibit higher performance (Narayanan, Rajithakumar, & Menon, 2019). Effective talent management produces talented employees and accordingly adds value to the organization.

This increase in the "Good" category can be seen as an indicator of operational or strategic expansion. Yet, performance distribution based on the Individual Performance Value (NKI) signals conditions requiring urgent attention.

Although the absolute number of employees in the P2 (Very Good) category grew from 72 to 107, the percentage decreased from 84% to 71% due to an overall increase in headcount. Simultaneously, employees in the P3 (Good) category rose from 10 to 41. This phenomenon signifies a shift in performance from peak (Very Good) to middle (Good), signaling a collective decrease in work quality. In contrast, the P1 (Special) category remained static, with zero employees achieving this distinction for two consecutive years—confirming that none have exceeded the organization's performance standards.

The reduction in the proportion of employees in the top category (P2) and the absence of any in the special category (P1) across two years is a critical sign that the talent development system is not functioning optimally. The company must review the effectiveness of coaching, mentoring, and performance-based incentives. Additionally, employees in the P4 (Less) category rose from 1 to 2, while the P5 (Least) category fell from 2 to 0. Although this suggests a positive trend regarding very low-performing employees, preventive strategies are required to forestall future setbacks.

In 2023, the company conducted 268 training sessions, decreasing to 235 in 2024—even as the total number of employees grew. This drop risks creating a competency gap between new and existing employees, weakening adaptation and hindering performance improvements.

Crucially, the employee retention rate plummeted from 27 in 2023 to just 8 in 2024, indicating extremely high turnover and revealing major challenges in retaining internal talent. In an interview, Telkomcel's Human Capital representative identified weak talent management and suboptimal AKHLAK culture internalization as primary causes of low retention.

Recruitment rose from 55 to 65, reflecting organizational growth. However, without strong development and retention systems, increased recruitment may lead to issues such as training inefficiencies, reduced productivity, and weak team cohesion.

Overall, the data in both tables indicates a misalignment between quantitative growth (headcount, recruitment) and qualitative growth (training, promotion, retention). This highlights the need to develop a talent management system integrated with organizational culture to build a work environment conducive to high performance.

At the same time, data confirm a decrease in training sessions from 268 in 2023 to 235 in 2024, and a steep fall in retention rate from 27 to 8 employees. Promotions remain low, with only 6 out of 206 active employees advancing. These figures point to major challenges in developing and retaining internal talent. Telkomcel's Human Capital Manager highlighted weak talent management and insufficient AKHLAK culture internalization as underlying issues. Thus, this research is highly relevant to investigating the influence of these two factors on employee performance.

Theoretically, employee performance is defined as the outcomes achieved by individuals in carrying out assignments according to organizational standards (Almatrooshi, Singh, & Farouk, 2016). Performance dimensions include quality, quantity, efficiency, and effectiveness—benchmarks for company goal achievement. Previous studies have examined the influence of each variable independently. For instance, research by Subowo (2024) demonstrates that organizational culture significantly impacts performance through enhanced engagement and loyalty. Another study by Subowo (2024) found that talent management affects performance by mediating job satisfaction, while further work stresses the importance of cultural integration and talent management—though those were limited to private-sector multinationals.

Subowo (2024) finds that talent management, especially through training and development strategies, directly and significantly influences performance by enhancing work competencies; this study focused on manufacturing firms in Indonesia and recommended individual potential-based retention programs. Meanwhile, Subowo (2024) examined the role of organizational culture in creating collaborative, productive work environments in financial services, finding that internalized organizational values improve job satisfaction and performance.

Subowo (2024) quantitatively explores the simultaneous impact of talent management and organizational culture on performance—showing a strong correlation, but with the context restricted to multinational companies and lacking attention to mediating factors such as loyalty or job satisfaction which may influence variable relationships. Collectively, these studies strengthen the theoretical foundation establishing talent management and organizational culture as crucial factors for enhancing employee performance.

This research aims to quantitatively analyze the joint influence of talent management and organizational culture on employee performance at Telkomcel Dili Timor-Leste. Specifically, this study will: (1) examine how talent management practices are implemented at Telkomcel Timor-Leste; (2) analyze the characteristics of the organizational culture; (3) assess current employee performance levels; and (4) determine the extent to which talent management and organizational culture influence performance, both partially and simultaneously.

The significance of this research is twofold. Theoretically, it contributes to human resource management literature by offering empirical evidence on the relationship between talent management, organizational culture, and employee performance within an SOE telecommunications subsidiary in a developing country, enriching the theory of organizational behavior and talent management frameworks by exploring these relationships in a unique setting. Practically, the findings provide valuable insights for Telkomcel management in evaluating and improving talent management systems and cultural initiatives. The results offer a foundation for more effective HR strategies that align with organizational objectives, guiding

HRD practitioners in designing talent management programs and supplying vital information for governmental and telecommunications industry stakeholders in Timor-Leste on the critical role of strategic HR management in enhancing industry competitiveness.

METHOD

This study employed a quantitative approach grounded in positivist philosophy, using structured research instruments and statistical data analysis to test predetermined hypotheses. The research design was associative, focusing on the relationships between the independent variables—*Talent Management* (X1) and *Organizational Culture* (X2)—and the dependent variable, *Employee Performance* (Y), at PT Telkomcel Timor-Leste.

To ensure objectivity, the researcher remained independent from the research subjects throughout the data collection process. A structured questionnaire was the primary instrument for gathering data. Demographic characteristics such as age, education level, and length of employment were also recorded, given their potential influence on perceptions of *talent management* and organizational culture.

The study used a cross-sectional approach, with data collected at a single point in time, then processed, analyzed, and interpreted. Data collection utilized a five-point Likert scale ranging from "strongly agree" to "strongly disagree."

The research population included all Telkomcel employees in Timor-Leste, with the sample determined using the Slovin formula, resulting in approximately 135 employees selected by cluster sampling. Data were obtained directly from employees through questionnaires and interviews, and complemented by secondary data from annual reports and internal company documents.

The validity of the research instrument was tested through item-total correlation, while reliability was assessed using the Cronbach coefficient. Data analysis included classical assumption tests, descriptive statistics, and multiple linear regression to examine the influence of the independent variables on the dependent variable. Hypothesis testing was conducted with the T test and F test to determine the significance of these influences.

RESULTS AND DISCUSSION

SPSS Data Analysis

1. Classic Assumptions

1) Normality Test

The normality test aims to find out if the data in the study has a normal distribution, because a good linear regression requires a normally dispersed residual. One of the techniques used to test normality is the Kolmogorov-Smirnov Test. A data is declared to be normally distributed if the significance value (probability) exceeds 0.05. If this condition is met, then the data is considered to meet the assumption of normality. A summary of the normality test results can be seen in the table below:

Table 1. Test of Normality

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		135
Normal Parameters[a,b]	Mean	0.000000
	Std. Deviation	5.79021964
Most Extreme Differences	Absolute	0.060
	Positive	0.060
	Negative	-0.047
Test Statistic		0.060
Asymp. Sig. (2-tailed)[c]		0.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	0.271
	99% Confidence Interval - Lower Bound	0.259
	99% Confidence Interval - Upper Bound	0.282

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000

Source: Author Data Processing 2025

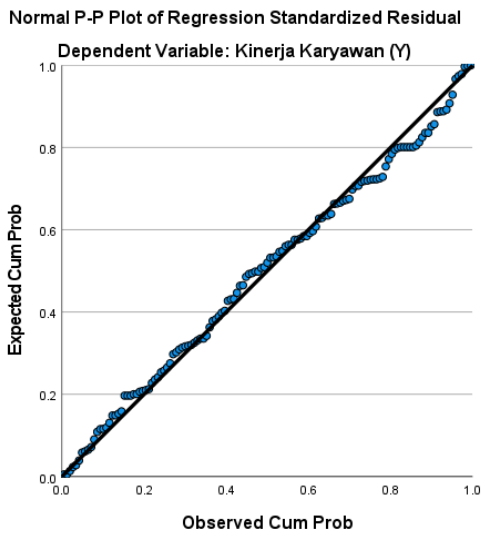

Figure 1. P-Plot Probability Normality Test

Source: Author Data Processing 2025

Based on the results of the normality test conducted using the One-Sample Kolmogorov-Smirnov Test method, a significance value (Asymp. Sig. 2-tailed) of 0.200 was obtained, which is greater than the significance limit of 0.05. This shows that the residual of the regression model in this study is statistically normally distributed. This information is reinforced by the results of the Monte Carlo (2-tailed) test which showed a significance value of 0.271, with a 99% confidence interval between 0.259 and 0.282, which is also above the threshold of 0.05. Thus, it can be concluded that the residual normality assumption has been met.

Table 2. Multicollinearity Test Source: Author Data Processing 2025

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.843	2.981		6.656	<.001		
	Talent Management (X1)	.539	.100	.631	5.372	<.001	.150	6.675
	Organizational Culture (X2)	.186	.093	.236	2.007	.047	.150	6.675

a. Dependent Variable: Employee Performance (Y)

Based on Table 2 which presents the results of the multicollinearity test, it is known that the value of the Variance Inflation Factor (VIF) for the Talent Management and Organizational Culture variables is 6.675 each. This value is still below the maximum threshold of 10, so it does not indicate any serious symptoms of multicollinearity. In addition, the Tolerance value for both variables is 0.150, which is still above the minimum limit of 0.10. Therefore, it can be concluded that the independent variables in the regression model do not have a high correlation or strong linear relationship, so the regression model in this study is free from multicollinearity problems. This indicates that the regression model is suitable for further analysis in examining the influence of Talent Management and Organizational Culture on Employee Performance at Telkomcel Timor Leste.

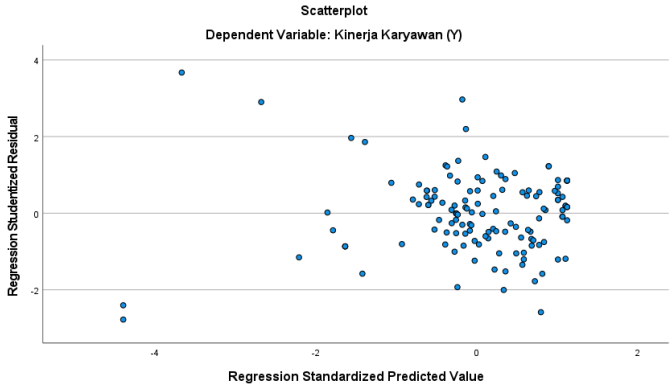

Figure 2. Heteroskadacity Test
Source: Author Data Processing 2025

Table 3. Heteroskadacity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.843	2.981		6.656	.000
	Talent Management (X1)	.539	.100	.631	5.372	.089
	Organizational Culture (X2)	.186	.093	.236	2.007	.097

a. Dependent Variable: Employee Performance (Y)

Source: Author Data Processing 2025

Based on Figure 2, the pattern of point distribution in the scatter plot appears to be randomly spread and does not form a specific pattern, either above or below the zero line on the Y axis. In addition, the results of the heteroscedasticity test presented in Table 4.33 show

that the significance value for the Talent Management variable is 0.089 and Organizational Culture is 0.097.

Both were greater than the significance level of 0.05, thus reinforcing the conclusion that there was no heteroscedasticity problem in the model. Therefore, the regression model used in this study, which examines the influence of Talent Management and Organizational Culture on Employee Performance in Telkomcel Timor Leste, has met the classical assumption of heteroscedasticity and is suitable for use in further analysis.

Table 4. Autocorrelation Test

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853a	.727	.723	5.834	1.847
a. Predictors: (Constant), Organizational Culture (X2), Talent Management (X1)					
b. Dependent Variable: Employee Performance (Y)					

Source: Author Data Processing 2025

Based on the results of the autocorrelation test shown in Table 4, a Durbin-Watson value of 1.847 was obtained. Meanwhile, the value of DU that is the lower limit is 1.688 and the value of 4 – DU as the upper limit is 2.251. Since the DW value is between the two limits (1.688 < 1.847 < 2.251), it can be concluded that there is no indication of autocorrelation in the regression model. Thus, the residuals do not show a pattern of dependency between observations, which means that the regression model is feasible for further analysis.

Multiple Linear Regression

Table 5. Multiple Linear Regression Analysis Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.843	2.981		6.656	.000
	Talent Management (X1)	.539	.100	.631	5.372	.000
	Organizational Culture (X2)	.186	.093	.236	2.007	.007
a. Dependent Variable: Employee Performance (Y)						

Source: Author Data Processing 2025

From the table above, it can be seen the results of multiple linear regression tests that show the relationship between the variables of Talent Management, Organizational Culture, and Employee Performance.

1) From the Unstandardized Coefficients column, it can be identified that the constant value (intercept) is 19.843, with the regression coefficient value for the Talent Management (X1) variable of 0.539, and Organizational Culture (X2) of 0.186.
2) Thus, the multiple linear regression equation is obtained as follows: Y = 19.843 + 0.539X1 + 0.186X2

   Information:

   And : Employee Performance

   X1 : Talent Management

   X2 : Organizational Culture
3) Talent Management (X1) has a regression coefficient of 0.539 with a p-value of 0.000, which is below the significance threshold of 0.05. This shows that Talent Management has

a positive and significant effect on Employee Performance. This means that the better talent management is done, the more employee performance tends to increase.

4) Organizational Culture (X2) has a regression coefficient of 0.186 with a p-value of 0.007, which is also smaller than 0.05. This indicates that Organizational Culture has a positive and significant effect on Employee Performance. The stronger the organizational culture that is built, the better the performance shown by employees.

Table 6. T Test Results (Partial)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.843	2.981		6.656	.000
	Talent Management (X1)	.539	.100	.631	5.372	.000
	Organizational Culture (X2)	.186	.093	.236	2.007	.007
a. Dependent Variable: Employee Performance (Y)						

Source: Author Data Processing 2025

Based on the results of the partial test (t-test) shown in Table 4.36, the following information was obtained:

a. The Talent Management variable (X1) has a calculated t value of 5.372, which is larger than the t table of 1.660, and has a significance value of 0.000 < 0.05. Thus, H_0 is rejected and H_a is accepted, which means that there is a partial and significant influence between Talent Management on Employee Performance.

b. The Organizational Culture variable (X2) has a calculated t value of 2.007, which is also greater than the table t of 1.660, and a significance value of 0.007 < 0.05. That is, H_0 is rejected and H_a is accepted, so it can be concluded that there is a partial and significant influence between Organizational Culture on Employee Performance.

With these results, both Talent Management and Organizational Culture are statistically proven to have a positive and significant influence on Employee Performance, when viewed partially.

1) Test F

Table 7. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11988.200	2	5994.100	176.118	.000b
	Residual	4492.570	132	34.035		
	Total	16480.770	134			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Organizational Culture (X2), Talent Management (X1)						

Source: Author Data Processing 2025

Based on the results in Table 7, the Fcount value of 176.118 with a significance level of 0.000 was obtained. To determine the value of the Ftable, the formula Ftable = F(k; n − k) is used, where:

a. k = number of independent variables = 2 (Talent Management and Organizational Culture)
b. n = number of respondents = 135
c. Degree of freedom = (2; 133)
d. With a significance level of 5% (α = 0.05), the Ftable value of 3.06 is obtained

Since Fcount (176.118) > Ftable (3.06) and significance 0.000 < 0.05, it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a significant simultaneous influence between the variables of Talent Management and Organizational Culture on Employee Performance at Telkomcel Timor Leste.

2) Coefficient Determination Test

The determination coefficient is a statistical tool used to measure the extent to which independent variables, namely Talent Management (X1) and Organizational Culture (X2), are able to explain the variations that occur in the dependent variable, namely Employee Performance (Y).

In this study, the determination coefficient aims to determine how much the simultaneous contribution of Talent Management and Organizational Culture variables in influencing Employee Performance at Telkomcel Timor Leste.

The R Square value was obtained through multiple linear regression analysis using SPSS software, which provides an idea of how strong the regression model used is in explaining the relationship between the two independent variables to the dependent variables.

a. The Influence of Talent Management on Employee Performance

Table 8. Results of the Coefficient of Determination X1 Against Y

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.848a	.719	.717	5.900	1.861
a. Predictors: (Constant), Talent Management (X1)					
b. Dependent Variable: Employee Performance (Y)					

Source: Author Data Processing 2025

Based on Table 8, it can be seen that the R Square value obtained is 0.719 or equivalent to 71.9%. This shows that the Talent Management variable (X1) is able to explain about 71.9% of the variation that occurs in the Employee Performance (Y) variable. In other words, most of the changes in employee performance at Telkomcel Timor Leste can be explained by the influence of talent management applied in the company.

Meanwhile, the remaining 28.1% was explained by other factors outside the Talent Management variable, which were not included in this study model. This indicates that although Talent Management has a strong and significant influence on Employee Performance, there are also other variables that have the potential to affect performance in the work environment.

b. The Influence of Organizational Culture on Employee Performance

Table 9. Results of the Coefficient of Determination X2 Against Y

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.817a	.668	.665	6.416	1.997
a. Predictors: (Constant), Organizational Culture (X2)					
b. Dependent Variable: Employee Performance (Y)					

Source: Author Data Processing 2025

Based on Table 9, the R Square value of 0.668 or 66.8% was obtained. This shows that the Organizational Culture variable (X2) is able to explain about 66.8% of the variation that occurs in the Employee Performance (Y) variable. This means that most of the changes in

employee performance at Telkomcel Timor Leste can be explained by the strength and characteristics of the organizational culture that exists in the company.

The remaining 33.2% is explained by factors other than the Organizational Culture variable that are not included in this model. So even though Organizational Culture makes a significant contribution to improving Employee Performance, there are still other variables that also have a role in shaping the overall level of employee performance.

c. The Simultaneous Influence of Talent Management and Organizational Culture on Employee Performance

Table 10. Results of Determination Coefficients X1 and X2 Against Y

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853a	.727	.723	5.834	1.847
a. Predictors: (Constant), Organizational Culture (X2), Talent Management (X1)					
b. Dependent Variable: Employee Performance (Y)					

Source: Author Data Processing 2025

Based on Table 10, the R Square value is 0.727 or 72.7%. This figure shows that the Talent Management (X1) and Organizational Culture (X2) variables are simultaneously able to explain 72.7% of the variation that occurs in the Employee Performance (Y) variable at Telkomcel Timor Leste.

Therefore, it can be concluded that the combination of effective talent management and the implementation of a strong organizational culture has a very significant influence on improving employee performance. Meanwhile, the remaining 27.3% is explained by factors other than these two variables that are not covered in this study model. This shows that although Talent Management and Organizational Culture have an important role, there are still other variables that also affect overall Employee Performance.

The Influence of Talent Management on Employee Performance

Talent Management has been proven to have a positive and significant influence on employee performance at Telkomcel Timor Leste. Based on the results of the multiple linear regression test (Table 5), the regression coefficient value for the Talent Management variable (X1) was 0.539 with a p-value of 0.000, which is well below the significance level of 0.05. In addition, the results of the t-test (Table 4.36) show that the t-calculated value is 5.372, greater than the t-table of 1.660. This confirms that the influence of Talent Management on employee performance is statistically significant.

The R Square value of 0.719 indicates that 71.9% of the variation in employee performance can be explained by the Talent Management variable. This indicates that talent management is one of the dominant factors that encourage the improvement of employee performance at Telkomcel Timor Leste. These findings are in line with the view of According to Cappelli and Keller (2020), who state that Talent Management is a strategic process in identifying, developing, and retaining high-potential individuals within the organization. This is in line with the research conducted (Tatang Purnawan et al., 2023) they emphasized that the success of an organization depends heavily on how effective the talent management system is in creating a competent, loyal, and highly competitive workforce.

In the context of Telkomcel Timor Leste, the implementation of Talent Management includes three main dimensions, namely Talent Recruitment, Talent Development, and Talent

Retention. These three dimensions show high and positive results, with an average total percentage of 83.9%, reflecting that the talent management strategy has been well implemented and has a significant impact on HR performance.

The Talent Recruitment Dimension emphasizes the importance of an objective, transparent, and inclusive selection process. With indicator percentages of 83.9% and 78.5%, companies are considered able to recruit talent that suits their needs, while creating diversity that supports an inclusive work environment.

Meanwhile, Talent Development includes training programs, career development, and opportunities for employees to participate in leadership programs. With indicator scores of 86.8%, 81.0%, and 85.6%, respectively, this dimension shows that Telkomcel pays great attention to increasing the capacity and readiness of employees to occupy more strategic positions.

The last dimension, Talent Retention, reflects the company's efforts to retain high-performing employees through providing incentives, creating a positive work environment, and monitoring job satisfaction. With indicator values of 85.1%, 84.7%, and 83.0%, it can be concluded that the company has succeeded in creating a work climate that supports the loyalty and long-term commitment of employees

Effective talent management not only impacts the improvement of individual competencies, but also creates organizational stability through reduced turnover rates, increased motivation, and strengthening collective performance. When organizations actively manage the employee lifecycle from recruitment to retention, an overall workforce that is more resilient and adaptive to change will be created. Therefore, it can be concluded that Talent Management is a strategic component that significantly encourages the improvement of employee performance in the Telkomcel Timor Leste work environment.

The Influence of Organizational Culture on Employee Performance

Organizational culture has been proven to have a positive and significant influence on employee performance at Telkomcel Timor Leste. Based on the results of the determination coefficient analysis, the R Square value of 0.668 shows that organizational culture is able to explain 66.8% of the variations that occur in employee performance. This signifies that most of the improvement or decrease in employee performance is influenced by the organizational culture forces that are applied within the company.

In addition, based on the results of the t-test, the t-calculated value was 2.007, greater than the t-table value of 1.660, with a significance value of $0.007 < 0.05$. This shows that partially, organizational culture has a significant influence on employee performance, so H_0 is rejected and H_a is accepted.

This finding is in line with the theory put forward by Edgar H. Schein (2021), who states that organizational culture is a pattern of basic assumptions learned by a group of people in solving external problems and internal integration, which is then passed on to new members as the correct way of feeling, thinking, and responding to various situations. This is in line with research conducted by (Luthfi Seftian Afif, Dr. Nidya Dudija S. Psi., 2023) emphasizing that a strong culture is able to create clear direction, meaning, and work motivation for employees, which will ultimately have a direct impact on the overall performance of the organization.

In the context of Telkomcel Timor Leste, organizational culture consists of several important dimensions, namely, Innovation and Risk Making, Leadership, Integrity, and Management Support. All of these dimensions show high average results, with a total percentage of 83.1%, reflecting that the organizational culture has been well formed and internalized by all elements within the company.

The Innovation and Risk Taking Dimension shows that companies provide space for employees to come up with new ideas, take measurable risks, and experiment, with percentage values of 82.7% and 83.3%. This encourages employees to innovate without fear of failure, which is one of the important factors in improving performance.

The Leadership Dimension reflects the role of a leader who provides a clear vision and makes fair and transparent decisions. With percentages of 84.6% and 82.6%, respectively, it can be concluded that the leadership style at Telkomcel has contributed to the creation of a positive and productive work environment.

Furthermore, the Integrity dimension which includes ethics, honesty, and transparency in decision-making also recorded high scores, namely 86.2% and 81.1%, indicating that ethical values are the main cornerstone in the company's organizational culture.

Finally, the Management Support dimension, which includes support for cultural development and adequate provision of resources, also showed high percentages, namely 80.7% and 83.3%. This shows that management plays an active role in maintaining and strengthening the organizational culture.

Overall, the positive organizational culture at Telkomcel Timor Leste creates a work environment that supports innovation, collaboration, integrity, and employee development. This kind of culture not only increases employee motivation and loyalty, but also encourages them to achieve higher and more sustained performance.

The Simultaneous Influence of Talent Management and Organizational Culture on Employee Performance

Talent Management and Organizational Culture simultaneously have proven to have a positive and significant influence on employee performance at Telkomcel Timor Leste. Based on the results of the analysis of the determination coefficient in Table 4.39, the R Square value of 0.727 or equivalent to 72.7% was obtained. This shows that the combination of talent management and the strength of organizational culture can explain most of the variation that occurs in employee performance. This means that the increase or decrease in employee performance is greatly influenced by the extent to which these two factors are effectively implemented in the organizational environment. Meanwhile, the remaining 27.3% is explained by other factors not included in this model, such as compensation systems, leadership style, or other external factors.

Based on the results of the F test in Table 4.36, a Fcount value of 176.118 was obtained, which is much greater than the Ftable of 3.06, with a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that H_0 is rejected and H_a is accepted. This means that statistically there is a significant simultaneous influence between Talent Management and Organizational Culture on Employee Performance at Telkomcel Timor Leste. These findings are strengthened by the results of multiple linear regression tests, which result

in regression equations, Y = 19.843 + 0.539X1 + 0.186X2, where Y is Employee Performance, X1 is Talent Management, and X2 is Organizational Culture.

In this case, Talent Management has a more dominant influence with a regression coefficient of 0.539 and a p-value of 0.000, indicating that effective talent management consists of recruitment, development, and retention, directly impacting performance improvement. On the other hand, Organizational Culture also has a positive and significant effect with a regression coefficient of 0.186 and a p-value of 0.007, indicating that the application of strong and consistent cultural values is able to create a work environment that supports productivity.

These results are in line with research conducted by (Sadeli, 2012), which states that the combination of talent management and a positive organizational culture significantly improve employee performance. Research by (Arfianty, Wahjono, 2021) also supports this finding, where the two variables are proven to complement each other in creating productive, innovative, and loyal employees to the organization. In addition, the theory put forward by Robbins and Judge (2022) states that a good talent management system and a strong organizational culture are two important pillars in forming effective work behavior, as well as creating a work environment that is aligned with the organization's strategic goals.

Although this study shows that Talent Management and Organizational Culture simultaneously have a positive and significant effect on employee performance in Telkomcel Timor Leste, there are several limitations that need to be observed. This study only includes two independent variables, namely Talent Management and Organizational Culture, so it does not consider other factors that also have the potential to affect employee performance, such as compensation system, leadership style, work motivation, and external factors such as economic conditions or government policies. This is reflected in the R Square value of 0.727, which shows that 27.3% of the variation in employee performance is still explained by other variables outside the model. In addition, the use of quantitative approaches with survey methods tends to provide an overview without delving deeper into employees' subjective experiences of the implementation of Talent Management and Organizational Culture.

Another limitation lies in the limited geographical and organizational scope, because this research was only conducted in Telkomcel Timor Leste. Therefore, the results may not necessarily be generalized to other companies that have different structures, cultures, or management systems. In addition, aspects of the local culture of Timor Leste that may affect employees' perceptions and responses to management policies have also not been specifically analyzed. On the other hand, the measurement instrument used in the form of a questionnaire based on respondents' subjective perceptions still has the potential for bias, such as the tendency to answer according to organizational expectations. Thus, the results of this study should be interpreted taking into account these limitations, and become the basis for future research to examine additional variables with a more comprehensive approach.

CONCLUSION

The analysis revealed that Talent Management at Telkomcel Timor-Leste was rated as "Very Good" by respondents, particularly in the areas of talent development and retention, while talent recruitment also scored highly. Organizational culture dimensions consistently received "Good" ratings, supporting a positive and adaptive work environment. Employee performance was generally assessed as "Good" to "Excellent," with the highest marks in quality

and strong results across quantity, punctuality, effectiveness, and independence. There was a significant and positive simultaneous influence of Talent Management and organizational culture on employee performance, indicating that improvements in these areas directly enhance work outcomes across multiple dimensions. Future research is suggested to explore additional factors beyond Talent Management and organizational culture that may contribute to employee performance, such as leadership style, job satisfaction, or external organizational challenges.

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